

Qualification: CIPD Diploma in Applied Human Resources

Module Name: Contributing to Management of Change

Title: On-Call Recruitment - Managing Change at MAWWFRS

Word Count: 3057 words

Student Name: Rachel Thomas

Student Number: 1201576

CIPD Membership Number: 55478540

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

Signed: RMThomas

Date: 18 February 2021

On-Call Recruitment

MANAGING CHANGE WITHIN MAWWFRS

Thomas Rachel H.Q.
[COMPANY NAME] | [COMPANY ADDRESS]

Contents

Evidence Matrix.....	3
1.0 Background Information	6
1.1 Reasons for Change.....	6
1.2 Impacts of Change.....	7
1.3 Managing Change.....	7
1.3.1 Change Plan	7
1.4 Approval of Change.....	8
Reference List	9
Evidence – LO1	10
2.0 Change Model.....	25
2.1 Implementation.....	25
2.3 Techniques to Maintaining Positive Working Relationships	26
2.4 Monitoring and Measuring the Effectiveness of Implementation	27
2.5 Records Management	27
2.6 Analysis	27
Reference List	28
Evidence – LO2	29
3.0 Measuring the Effectiveness of Change	41
3.1 Key Performance Indicators (KPI's)	41
3.2 Stakeholder Feedback.....	41
3.3 Analysis.....	41
3.4 Communicating Outcomes to Stakeholders.....	42
3.5 Evaluating Performance	42
Reference List	43
Evidence – LO3	44

Evidence Matrix

Candidate name: Rachel Thomas				CIPD Membership/registration No.:		
Qualification title: CIPD Diploma in Applied Human Resources (Level 5)				Student Number: 1201576		
Unit code	Unit title	Assessment criteria no.	Evidence description	Evidence reference number	Assessor initials	I/V initials if sampled
5AMOC	Contributing to the Management of Change		Executive Summary from HR Report to ELT for decision on Departmental Transformation	EV01		
			Email from Carmarthenshire Command – more responsibility in recruitment process	EV02		
			Email expressing frustration in recruitment process	EV03		
			Agreed SMART objectives	EV04		
			Stakeholder mapping	EV05		
			Approval of resources – HR	EV06		
			Draft Change Plan	EV07		
			Communication Strategy	EV08		
			Gantt Chart	EV09		
			Action Plan	EV10		
			Approval of Change Plan from ELT	EV11		

			Approval of Change Plan – Email to Trade Unions	EV12		
			Chief Officers Memorandum	EV13		
			Meeting Request – Recruitment Update regarding Covid	EV14		
			Microsoft Teams Page – Available Files	EV15		
			On-Call Training Requirements – Meeting Request	EV16		
			Revised Gantt Chart	EV17		
			On-Call Recruitment – Stakeholders Meeting Request	EV18		
			Draft HR Newsletter Email	EV19		
			Email to seek clarification regarding social distancing	EV20		
			Temporary Procedures Document – Covid Related	EV21		
			Grievance Resolution Procedure	EV22		
			Example of HR KPI's	EV23		
			Records Management Procedure	EV24		
			Stakeholder Survey – Sample answers	EV25		
			On-Call Recruitment Spreadsheet – Received Applications	EV26		
			Testimonial Statement from Manager	EV27		

Candidate declaration:

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

Signature:*R M Thomas***Date:**

18/02/2021

1.0 Background Information

Mid & West Wales Fire and Rescue Service (MWWFRS) operates 58 fire stations across 12000 square kilometres of Wales, employing around 1,300 employees. MWWFRS's vision is *"to be a World Leader in Emergency Response and Community Safety"* (MAWWFire, 2020a). To do this, their role is to deliver proactive and reactive fire and rescue services to the people of Mid and West Wales (MAWWFire, 2020b).

The Human Resources (HR) function aims to provide high-quality responsive support and advice to employees and stakeholders on HR related issues (MAWWFire, 2019a).

In 2016, the Service appointed Eversheds Employment Law Specialists to undertake a review of the HR provision. The subsequent report outlined that the HR team is functioning with reduced skill sets (the norm in most businesses is 1 HR Professional to 100 staff, ratio for Service 1:216) and that there is excessive manual intervention and transactional activities (MAWWFire, 2019b). As a result, the current HR structure is being forced to provide a reactive service, rather than proactive service. As outlined in EV01, a proposed change of structure within the HR Department aims to address this issue.

1.1 Reasons for Change

In line with the outcomes of the report by Eversheds Employment Law Specialists, and proposed transformation within the HR function, elements of the On-Call recruitment process will be delegated out to County Command Officers whom will take on more responsibility with the process, rather than sole responsibility lying with the HR team. On-Call recruitment is currently a full-time role for one individual, therefore all other HR duties become reactive, and as such, because of the reallocation of responsibility, efforts can be realigned within the HR department.

It has become apparent from communications with those involved in the recruitment process, that they would like more involvement with the process (EV02), and feel how certain elements are irrelevant, or cause a hinderance when completed by others (EV03). Taking this on board, this become another reason why changes to the recruitment process have been considered.

After meeting with Management and relaying the views of others, a decision to proceed with such change was agreed, and by using Peter Drucker's SMART approach as explained by Mindtools (2019), realistic targets and objectives for the change process could be set and achieved (EV04).

As suggested by McCullough (2019) the benefits of such change include skills growth for employees such as County Command Staff who will now be responsible for elements of the recruitment process. It also allows for personal development especially for myself whose role fully revolves around On-Call Recruitment, whereby I am now able to experience different HR functions. Following on from EV02 and EV03, it is apparent that people become frustrated with the process and the work that was involved, therefore by making such changes, employee morale should improve and be more inclined to contribute to the process.

1.2 Impacts of Change

The On-Call recruitment process involves and requires the cooperation of several Departments/Roles to be successful and as previously mentioned, such changes to the process with impact on these. Project Manager (2021) defines a stakeholder as *“an individual, group or organisation that is impacted by the outcome of a project”*.

EV05 addresses that the Human Resources Department, Training Delivery, and County Command Officers are key players in the change process as the change is going to impact them the most. It was identified that the Executive Leadership and Trade Unions should be ‘kept informed’ of such changes, to assist employees who may feel aggrieved by such changes. Even though the Purchasing & Supplies team, Occupational Health, and the Fitness Team, are required to assist in the Point of Entry process, it was identified that changes to the process would not directly affect them. With candidates already in the recruitment process, they will need to be ‘kept informed’ of the changes, with the new process clearly communicated.

In terms of resources, the change is to be made to the Point of Entry Selection test process, therefore it was confirmed that no additional resources would be required, instead the change will have an impact of department responsibility (EV06). However, after discussions, it was identified that in the initial stages of change, a short-term release of staff from their current roles to participate in further training and development may be required.

1.3 Managing Change

Mindtools (2021) suggests that change is a four-stage process, whereby the first two stages of change needs to be: 1) understood and 2) properly prepared for, to be implemented successfully.

1.3.1 Change Plan

A change plan sets out the requirements of the organisation in enabling them to meet their objectives for change. Bridges (2018) suggests a change management plan *“defines activities and roles for managing and controlling change when executing a project”*.

To successfully implement the proposed changes to the On-Call Recruitment process, a meeting was arranged and held with representatives who are involved in the recruitment process, and a change plan developed (EV07) clearly outlining the reasons for change and the objectives to achieving the desired outcome. This also included a communications strategy which will be used to target all communications throughout the process, and the timings of such communications, with the aim to engage and motivate employees (EV08).

Horn (2009) explains that the Gantt chart is used for planning and communicating the timeline of a project. The Gantt chart is representative of the tasks and amount of time each task should take. I have learnt that as an individual, I work best through visuals, therefore decided to develop a Gantt chart to reflect the upcoming change highlighting the key milestones (EV09).

Finally, the change plan consisted of an ‘action plan’ whereby resources and associated costs could be specified (EV10).

1.4 Approval of Change

Once all parties had agreed on the change plan, it was firstly communicated to the Executive Leadership Team for approval (EV11). As per the request from ELT, the plan was issued to the Trade Unions in case anyone in the process had any concerns which needed to be addressed (EV12). Following this, a copy of the plan was issued via Heads of Department, to those who will be responsible for elements for the recruitment process, along with the Service's Occupational Health provider, Insync Corporate Healthcare Ltd., before being issued Service-wide via memo.

Reference List

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McCullough, K. (2019) *Why Change in the Workplace is Good*. Available at: <https://www.karenmccullough.com/change-in-the-workplace-a-guide-for-companies/> [Accessed: 12 January 2021]

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Mindtools (2019) *SMART Goals – How to make your goals achievable*. Available at: <https://www.mindtools.com/pages/article/smart-goals.htm> [Accessed: 08 December 2019]

Project Manager (2021) *Definition of 'Stakeholder'*. Available at: <https://www.projectmanager.com/stakeholder-management> [Accessed: 15 January 2021]

Evidence – LO1

EV01

Agenda Item	
The report is for Decision	
REPORT TO: Executive Leadership Team	DATE: 07 February 2019
SUBJECT: HR Transformation	
SUMMARY: An independent review of the Human Resources (HR) Department undertaken by Eversheds in July 2016, as part of the Strategic Review of the Service, reported a strong historic focus on policing HR activities across the organisation via processes that were largely resource intensive and transactional. It highlighted that there was much scope for collaboration between HR and Managers across the organisation to improve efficiency although the current HR structure and focus did not lend itself to effective 'partnering'. Additionally, the report advised that Managers within the organisation had expressed their opinion that they would choose to assume more day to day people management responsibility for HR related activities within their areas of responsibility. To support this and the devolution of responsibility for people management matters to the right areas, more collaborative working between HR and Departments and Directorates needs to be established through a business partnering model. This report sets out the context of a HR Business Partnering Model, along with a realigned HR and Business Support structure.	
RECOMMENDATIONS: That the Executive Leadership Team supports the introduction of a Business Partnering Model (and revised HR and Business Support Structure) for the delivery of HR services to the organisation as part of the wider HR Transformation activities relating to automated processes and simplified procedures.	
REPORT APPROVAL	
Clerk:	
Director:	
Finance/Treasurer:	
Chief Fire Officer	
BACKGROUND PAPER(S) USED IN PREPARATION OF THIS REPORT:	
Strategic Review of Human Resources – July 2016	
Presenting the Report:	ACD Kevin Jones Director of Resources
Report Author(s) and Designation	Mr Mark Miles Head of Human Resources
Date original report written	27 November 2016

EV02

From: Jones John Response Carms. Command <j.l.jones@mawwfire.gov.uk>

Sent: 22 January 2020 12:45

To: Thomas Rachel H.Q. <rm.thomas@mawwfire.gov.uk>; Davies Geraint Carms. Command <gh.davies@mawwfire.gov.uk>; Jones Anthony Carms. Command <ap.jones@mawwfire.gov.uk>; Jones Iwan Carms. Command <i.l.jones@mawwfire.gov.uk>; Hands Gareth Carms. Command <G.Hands@mawwfire.gov.uk>

Cc: Pearson Simon Carms. Command <s.pearson@mawwfire.gov.uk>

Subject: On-Call Recruitment Process

Rachel,

As a Command, we have agreed that, should you require any assistance from County Command Staff during the recruitment process, we would be happy to assist where possible.

It has been noted within Command meetings that certain candidates are outstanding information such as: application form, and optometric assessment forms, which we will now chase on your behalf. It has also been suggested that we conduct written assessment and interviews within Command to save time during Point of Entry Testing Days. What are your thoughts on this?

Kind Regards

John Jones

Response Manager – Carmarthenshire County Command

EV03

Hi Rachel

The application form is only sent to HR after a meeting has been held with the potential recruit. This is the point where if the hours are unacceptable the candidate would have this explained to them and informed that if their situation changes they are to re-apply. Only applicants that have acceptable hours have their application forms sent through to HR. There is too much wasted time and paperwork involved. I have the d17 for Jamie and others that I have met. This would get sent through the system if and when he passes his POEST. I keep in contact with the candidates through the process. HR will receive all required documentation prior to candidate starting any initial course.

Thank you

TONY JONES

Watch Manager

/ Rheolwr Gwylfa

Station Liaison officer

Carmarthenshire/ Sir Gaerfyrddin

trtfAllanol/ external: 0370 6060699

Mewnol/ internal:

Ffon symudol/ Mobile: 07488 238725

E-bost/E-mail: ap.jones@mawwfire.gov.uk

Gwefan/ Website: mawwfire.gov.uk



On-Call Recruitment
Microsoft Teams
04 February 2020 @ 10:00 hours

04/02/01	Attendees: Mark Miles – Head of Human Resources Karen Fairhurst – Human Resources Manager Steve Rees – Human Resources Manager Rachel Thomas – On-Call Recruitment Advisor
04/02/02	Objectives for Change Specifics • Free up HR departmental staff realigning responsibilities to departmental responsibilities – assisting with transformation and Support Service function. • Realigning responsibilities of Command Staff to that stated within their job descriptions. • HR involvement in the On-Call recruitment process will be minimal – processing of applications and issuing of contractual information. • County Command Staff to liaise with candidate to arrange Point of Entry Selection Tests within Command and attending Testing Sessions. • Training Delivery to conduct two testing sessions per Testing Day – am and pm. • Purchasing & Supplies to attend testing sessions to conduct kit-sizing for the appropriate PPE. • Create a plan for change. Identify areas of resistance and how to overcome this. Measurables • Length of the recruitment process – should decrease as less stages involved • Service statistics – turnover, number of new starters • Employee satisfaction – surveys, feedback • Candidate satisfaction – surveys, feedback Achievable • Stakeholder analysis – determine who is involved in the recruitment process and how the changes may impact on them • Communication analysis – determine the best communication methods so everyone is notified of the changes • Proposal set out to ELT/SLT/CIT for approval Relevant • Liaise with South Wales and North Wales FRS to see how they run their On-Call recruitment processes • Review whether the Service has conducted such changes before – utilise this information for this change process

	Time-bound • The initial planning stage should be completed by 31 March 2020, with proposal going to ELT/SLT/CIT during April's meetings • Upon approval, discussions with all parties to address new process moving forward, by 30 April 2020 • Training Delivery Calendar should be issued to HR, County Command Officers, Fitness Team, Purchasing & Supplies by 30 April 2020 • Training Delivery Calendar to be issued to Insync Corporate Healthcare Ltd. to schedule pre-employment clinics, by 30 April 2020 • New process to start 01 May 2020
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Signed:

Mark Miles RMThomas *[Signature]* K. Finkunst

EV05

Stakeholder Influence/Interest Matrix

For each key stakeholder, characterize them using the following stakeholder influence grid.

Influence	High	Keep Satisfied	Key Players
	Low	Minimal Effort	Keep Informed
		Low	High
		Level of Interest	

Stakeholder Grouping

Using the Stakeholder Influence/Interest Matrix, complete the table below. This will help determine stakeholder's grouping for change communications.

Stakeholder Name	Influence Level	Level of Interest	Stakeholder Grouping
Human Resources	High	High	Key Players
Training Delivery Department	High	High	Key Players
Purchasing & Supplies	Low	Low	Minimal Effort
Fitness Team	Low	High	Keep Informed
Occupational Health Provider	Low	High	Keep Informed
County Command Officers	High	High	Key Players
Executive Leadership Team	High	Low	Keep Satisfied
Trade Unions	High	Low	Keep Satisfied
External Candidates	Low	High	Keep Informed

EV06

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

Sent: 07 February 2020 20:27

To: Thomas Rachel H.Q. <rm.thomas@mawwfire.gov.uk>

Subject: On Call recruitment

Rach

I have spoken with Mark, and it has been agreed, that as we are making changes to the existing recruitment process and realigning roles within such process, that no additional resources will be required.

Have you heard back from any of the County Command Officers with any concerns? Conscious that we are receiving a large number of resignations/retirements in this sector, so need the transition to the new process to be as slick and quick as possible.

Thanks

Karen Fairhurst

Rheolwr Adnoddau Dynol / Human Resources Manager

☎ Mewnol / Internal: Ext. 4437

☎ Allanol / External: 01267 226837

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

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

Change Plan

Created by	Mark Miles – Head of Human Resources Karen Fairhurst – Human Resources Manager GM Gail Smith – Head of Training Delivery GM Sean Lloyd – Head of Service Delivery Rachel Thomas – Human Resources Assistant – On-Call Recruitment
Date	15 February 2020
Version	2.0

Vision and Objectives

Realignment of responsibilities within the HR Department with reference to the devolvement of On-Call recruitment to County Command Officers in Powys, Ceredigion, Pembrokeshire, Carmarthen, Neath/Port Talbot and Swansea.

The Human Resources Department will be responsible for collating all the submitted application forms onto a system, shortlisting against the set criteria and inviting candidates to the next stage of the process if successful. The arrangements of references, medical and DBS check will also remain with the HR Department.

County Command Officers will be responsible for meeting the candidates to carry out the initial application documentation. Conduct structured interview and ability assessment within County Command prior to candidate attendance at the Practical & Physical assessment held at one of the Service's Training facilities.

The Training Delivery Function will split the day into two sessions to accommodate smaller group numbers: 08:30 hours and 13:00 hours. Numbers per session to be reduced to 6 per session.

All other elements will remain as per the current process.

To achieve this, the below outcomes must be met:

- Review of current job descriptions and responsibilities of those involved in the recruitment process
 - Create new Job Descriptions where and if required
- Provide training and educate County Command Officers on new responsibilities. Realign responsibilities of County Command Officers to that specified in Job Descriptions.
 - Provide interview training if required
- Implement a communications strategy
 - Clearly communicate responsibilities of departments within the On-Call recruitment process
- Monitor and evaluate the change

Activities to achieve objectives (*attach Gantt chart*)

To achieve this, the below outcomes must be met:

- Review of current job descriptions and responsibilities of those involved in the recruitment process
 - Create new Job Descriptions where and if required
- Provide training and educate County Command Officers on new responsibilities. Realign responsibilities of County Command Officers to that specified in Job Descriptions.
 - Provide interview training if required
- Implement a communications strategy
 - Clearly communicate responsibilities of departments within the On-Call recruitment process
- Monitor and evaluate the change

Business case (*evidence-based - include data, benefits of change, gap analysis – difference between current and future states, issues and risks*)

The Fire Authority publishes a five-year Strategic Plan, outlining the strategic vision for Mid and West Wales Fire and Rescue Service over a five-year period. Out of the seven priorities listed for 2016 – 2021, the plan has a clear focus on improving the safety of the communities throughout Mid and West Wales, whilst also ‘empowering our staff, ‘making better use of our resources and assets’ and ‘communication and engagement’ (MAWWFire, 2016).

Within each five-year cycle, Annual Action Plans provide an analysis of the specific areas of improvement that the Authority have identified. A recurrence within such plans is to ensure sufficient crewing in all Fire Stations situated within Mid and West Wales area, with the intention of utilising our resources within other areas of the Service.

In 2016, the Service appointed Eversheds Employment Law Specialists to undertake a review of the HR provision. The subsequent report outlined that the HR team is functioning with reduced skill sets (the norm in most businesses is 1 HR Professional to 100 staff, ratio for Service 1:216) and that there is excessive manual intervention and transactional activities (MAWWFire, 2019b). As a result, the current HR structure is being forced to provide a reactive service, rather than proactive service.

According to Service statistics, the turnover rate for On-Call Firefighter roles was 13.15% for the years 2018 – 2019, some 5% higher than other sectors of the organisation. As such, the Service cannot lose focus on its recruitment efforts which has become a constant, rather than using the approach of a singular campaign.

The realignment of responsibility to County Command Officers, should provide ample opportunity for personal development within their roles and ensure that job descriptions are being met. Due to the increase in demands, this may cause a delay in output and have subsequent knock-on effects moving forwards.

People affected

Stakeholders for this have been identified as:

- Human Resources Department
- Training Delivery Department
- Purchasing & Supplies
- Fitness Team
- Occupational Health provider – Insync Corporate Healthcare Ltd.

- County Command Officers – Powys, Ceredigion, Pembrokeshire, Carmarthenshire, Neath/Port Talbot and Swansea
- Executive Leadership Team
- Trade Unions
- External Candidates

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

The change will:

- Realign responsibility for recruitment from the HR function to County Command Officers
- Impact job roles due to the increase in workloads. Job roles may need to be adapted/changed in accordance with demands.
- Free-up the time of the HR Assistant to provide a proactive HR service, rather than reactive.

Roles (*project manager, sponsor, team members*)

The following roles have been identified to assist with the change to the Point of Entry Selection process:

- **Project Manager** – will be responsible for the development and delivery of the change. The change will be overseen by Group Manager Sean Lloyd, Head of Service Delivery.
- **Communications Manager** – all communications will be issued via internal sources. Will be required to attend meetings relating to the change, and issue regular updates via the Service's internal website, @Work.
- **Change Practitioner** – will follow change activities and monitor accordingly
- **People Managers** – As a result of the change, employees may feel aggrieved by the changes, therefore will need to manage those involved, providing necessary information and support throughout
- **Impacted Employees** – will require regular communication and support throughout the process

Communication strategy (*attach communication plan, list of change champions*)

A communication strategy has been created and will be taken into consideration throughout the change process.

Support to be offered

Human Resources to sit with County Command Officers to go through recruitment process, in particular, the structured interview and ability assessments elements of the Point of Entry Selection Tests for On-Call Firefighters.

ACAS interview training to be arranged for Watch Managers who are not yet competent.

Meetings to be arranged fortnightly between: Human Resources, County Command Officers and Training Delivery. Opportunity to provide feedback on the process (pros and cons).

Feedback of recruitment process to be gathered from external candidates using a survey issued as part of the induction pack for Initial Recruits courses.

Timings and milestones *(see Gantt chart)*

A Gantt Chart has been created to plan the timeline of the change process. It is representative of the tasks and amount of time each task should take.

Resources required, including cost *(equipment, time, people, materials, guidance)*

An action plan has been drafted to highlight any additional resources, costings and people requirements to implement the new recruitment process.

Monitoring activities

On-Call Testing sessions take place on a three-monthly basis. On-Call Initial Recruits Courses take place eight weeks after the scheduled testing sessions. Based on this, a measure of success will be the number of successful candidates who have been processed within the required timeframe (testing session to course).

The success can also be gauged through feedback from external candidates who are in the recruitment process.

Success Measures

The use of KPI's within the HR department will gauge whether the realignment of responsibility has provided ample opportunity for further HR elements to be addressed.

Feedback from those involved in the recruitment process will contribute to assessing how successful the change has been, and any further changes that need to be made.

Communication Strategy

Company Profile	Mid & West Wales Fire and Rescue Service (MWWFRS) operates 58 fire stations across 12000 square kilometres of Wales, employing around 1,300 employees. MWWFRS's vision is <i>"to be a World Leader in Emergency Response and Community Safety"</i> (MAWWFire, 2020a). To do this, their role is to deliver proactive and reactive fire and rescue services to the people of Mid and West Wales (MAWWFire, 2020b).
Issue	In 2016, the Service appointed Eversheds Employment Law Specialists to undertake a review of the HR provision. The subsequent report outlined that the HR team is functioning with reduced skill sets (the norm in most businesses is 1 HR Professional to 100 staff, ratio for Service 1:216) and that there is excessive manual intervention and transactional activities (MAWWFire, 2019). The proposed change is to move to an alternate service delivery model which could be used within MWWFRS, aligning the attentions of the HR department to strategic matters, rather than transactional activities. Changes to a business partnership model, will delegate tasks to other areas of the Service, particularly the On-Call recruitment process.
Research	Based on the demographic of those who assist with the recruitment process, along with their length of Service, this has been identified as a weakness to the possible change. These individuals are used to current processes and practices, and therefore may show reluctance to change. There is also the possibility that these individuals will be reluctant to share their knowledge with others, and not willing to learn new things. Previous change initiatives within the Service highlight that employees like to be kept informed with all changes which may have an impact on their role.
Communication Objectives	The aim of communication for this change is to: • Provide clear justification of the reasons for transformation • Highlight how the realignment will improve working practices • Address the requirements of staff throughout the change process • Clearly address the timeline for change
Audiences	Communication of change will need to be broadcast to the following: • Executive Leadership Team • Trade Unions • Human Resources Department • Training Delivery Department • Purchasing & Supplies • Fitness Team

	• Occupational Health provider – Insync Corporate Healthcare Ltd. • County Command Officers – Powys, Ceredigion, Pembrokeshire, Carmarthenshire, Neath/Port Talbot and Swansea • External Candidates – those who are currently in the recruitment process, and new candidates
Key Messages	The key messages to be communicated are: • The benefits of changing the On-Call recruitment process • How the new recruitment process will operate • Provide opportunity for feedback • The reasoning behind making the changes to the recruitment process – HR transformation & requests from County Command Officers
Tactics/ Channels	Announcement Messages to be delivered by Senior Managers and Staff in local team meetings. (with Commands) Departmental bulletin to the wider Service. Change will impact HR and County Command Headquarters, line managers to arrange time to discuss concerns and gain feedback. The transformation will impact dramatically on ways of working, therefore need to ensure announcement of the change does not clash with any other major service event. Transitional arrangements – regular briefing notes issued to senior managers on the development of the changes. Regular updates via memos to the wider Service @Work – Service intranet Updates on Service noticeboards Informal discussions
Risk	Risks include: • Staff morale – possibility of employees going on sick • Annual leave – finding time to get the work completed • Organisational culture • Unable to locate necessary systems to implement change • Senior Managers
Measurement	Feedback during staff meetings – departmental/ one-on-one IDR's Email – Read receipts @Work – Service intranet Number of tasks delegated to County Command Officers KPI's

Review	Review regularly to ensure objectives are being met. If not, potential to change objectives as the change progresses.
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EV09

Change Timeline

	Week 1 (06/01/2020)	Week 2 (13/01/2020)	Week 3 (20/01/2020)	Week 4 (27/01/2020)	Week 5 (03/02/2020)	Week 6 (10/02/2020)	Week 7 (17/02/2020)	Week 8 (24/02/2020)	Week 9 (03/03/2020)	Week 10 (10/03/2020)	Week 11 (17/03/2020)	Week 12 (24/03/2020)	Week 13 (31/03/2020)	Week 14 (07/04/2020)
Planning														
Identifying the need/reason for change														
Arrange meeting														
Develop Change Plan														
Communication Strategy														
Gantt Chart														
Action Plan														
Submit plan to ELT for consideration														
Communicate Change Plan														

	Week 14 (07/04/2020)	Week 15 (14/04/2020)	Week 16 (21/04/2020)	Week 17 (28/04/2020)	Week 18 (05/05/2020)	Week 19 (12/05/2020)	Week 20 (19/05/2020)	Week 21 (26/05/2020)
Implementation								
Agree implementation approach								
Carry out skills analysis of employees								
Arrange necessary training if required								
Arrange time for HR to go through requirements								
Change Completion								
Communications/ Time for feedback								
Review								
Analysis of new recruitment process								
Communications/ Time for feedback								

EV10

Action Plan

Meeting to discuss requirements of Change – Change Plan	Required time of: 2 x Group Managers 1 x Head of Human Resources 1 x Human Resources Manager 1 x Human Resources Assistant for approximately 7 hours	Approx. £776.72
ACAS Interview training	Required time of: 20 x Watch Managers – to attend training HR Assistant – skills analysis & arranging training Cost of External Training Instructor	Approx. £2847.43

EV11

From: Rees Steven H.Q. <s.rees@mawwfire.gov.uk>
Sent: 09 April 2020 11:12
To: Thomas Rachel H.Q. <rm.thomas@mawwfire.gov.uk> Miles Mark H.Q. <m.miles@mawwfire.gov.uk> Fairhurst Karen H.Q. <k.fairhurst@mawwfire.gov.uk>
Subject: Agreement

Hi All,

Please be advised that the Change Plan for the On-Call Recruitment process was taken to ELT on 05 April 2020, and has been approved.

ELT have asked that Unions have sight of such changes prior to it becoming public knowledge throughout the Service (just in case someone has any concerns).

Thanks

Steve Rees
Rheolwr Adnoddau Dynol / Human Resources Manager

☎ **Mewnol / Internal:** Ext. 4434
☎ **Allanol / External:** 01267 226834
☎ **Ffon symudol / mobile:** 07969913756
✉ **Ebost:** s.rees@mawwfire.gov.uk / ✉ **Email:** s.rees@mawwfire.gov.uk

EV12

From: Rees Steven H.Q. <s.rees@mawwfire.gov.uk>
Sent: 09 April 2020 11:30
To: Bartley Daniel H.Q. <d.bartley@mawwfire.gov.uk>, Smith Ian H.Q. <i.smith@mawwfire.gov.uk>, Walters Richard H.Q. <r.walters@mawwfire.gov.uk>, Jones Paul H.Q. <p.jones@mawwfire.gov.uk>
CC: Thomas Rachel H.Q. <rm.thomas@mawwfire.gov.uk>
Subject: Agreement

Hi All,

Please be advised that the Change Plan for the On-Call Recruitment process was taken to ELT on 05 April 2020, and has been approved.

Please see the attached for your information in relation to your Trade Union role.

Thanks

Steve Rees
Rheolwr Adnoddau Dynol / Human Resources Manager

☎ **Mewnol / Internal:** Ext. 4434
☎ **Allanol / External:** 01267 226834
☎ **Ffon symudol / mobile:** 07969913756

Implementation of a New Recruitment Process

2.0 Change Model

Change models have been identified as an effective tool when looking at implementing change within an organisation. Kurt Lewin's Change Management Model refers to a three-stage process of change, described as 'Unfreeze, Change and Freeze'. Lewin suggests "*Motivation for change must be generated before change can occur*" (Mindtools, 2020a), implying that by looking at change as a process with three distinct stages, preparation can be made in readiness for transition, making the necessary changes where required, so the change will sustain.

By using Lewin's change model, the change process was broken down into three manageable stages:

Unfreeze	Reviewing the current process and identifying the need for change. Consulting with the necessary parties to gain approval and planning how to implement such changes.
Change	Implement the proposed change, provide guidance and regular communication to all involved, as well as the wider audiences. Adaptations to the proposed plan may be needed.
Refreeze	When comfortable with the change, ensure that all resources in place to sustain for future.

2.1 Implementation

By using the agreed Change Plan (EV07) we were able to implement the necessary changes to the On-Call Recruitment process. Due to the coronavirus pandemic and the subsequent Government guidance, unfortunately we were unable to follow the proposed timeline of events. As a result, all activities proposed after 23 March 2020, along with all recruitment activities, were placed on hold until advised that it was safe for individuals to return to the workplace, and for such activities to continue.

At this point, approval of the proposed change had been received by ELT and Trade Unions, and we were therefore able to continue the process from this point onwards. Guidance was regularly issued by the Chief Fire Officer (EV13), listing the necessary adjustments the Service would be required to make.

A meeting was arranged by Head of Service Delivery, Group Manager Sean Lloyd on 15 July 2020 (EV14) who clearly outlined how the On-Call recruitment process would continue during such time. It was agreed that the proposed changes would be introduced with immediate effect. Meetings with candidates would now be conducted via telephone or Microsoft Teams, and the requirement to wear appropriate personal protective equipment (PPE) would be essential during physical testing where social distancing could not be achieved.

Regular communication: As we were no longer following the proposed timeline of activities, weekly communications were emailed to all stakeholders to ensure the messages were consistent. This information was also uploaded onto the Service's intranet @Work, and Microsoft Teams pages (EV15).

I was tasked with making the necessary arrangements with County Command Officers, whereby I would provide training on the requirements for the assessments, and the requirements of them in the recruitment process. Therefore, Microsoft Teams meetings were arranged for this to be completed (EV16).

2.2 Information and Support to Stakeholders

By using the Stakeholder Map (EV05), I was able to establish the communication requirements for each stakeholder identified, and could therefore provide the following support and information throughout the change process:

- I created a Gantt Chart (EV09) that broke down the change process into individual tasks that needed completing, along with a timescale for the project to ensure that the project remained on track. Following discussions on 15 July 2021, a revised Gantt Chart was made available to all stakeholders (EV17).
- I scheduled fortnightly meetings with each of the stakeholders (EV18) whereby updates could be provided as well as providing an opportunity for concerns and feedback on the process to be raised and addressed. Due to the pandemic, these meetings took place over Microsoft Teams.
- Service procedures were updated to reflect the change in recruitment process, and an 'Employee Relations Update' was issued via email to all employees with a link to access the necessary information. This was also available on the Service's internal website @Work.
- Regular communication with the workforce was achieved via weekly updates/memos on the Service's internal website @Work, and via the HR newsletter issued to all users by email (EV19).

2.3 Techniques to Maintaining Positive Working Relationships

Sources such as Mindtools (2020b), Balance Careers (2020) and Inam (2018) suggest that a combination of trust, communication, appreciation and respect, positivity, and gratitude build good and effective working relationships. Taking this into consideration, the following techniques were used:

Open Communication

Due to restricted access to Service premises and the inability to hold face-to-face meetings, a Microsoft Teams 'page' was created (EV15) whereby information could be uploaded and accessed by all members of the group. This included minutes, and any additional information that was felt would be beneficial. This also allowed for virtual meetings to be held.

Trust

MAWWFire has encouraged a sense of trust amongst employees because of the pandemic. With much of the workforce being encouraged to work from home, line managers are relying on employees to complete their day-to-day roles from home and make decisions for themselves rather than relying on others. As an organisation during such time, the Service is relying on its employees that when carrying out written assessments and interviews, they abide by Welsh Government guidance (EV20).

Listening

Stakeholders have been encouraged to provide feedback throughout the change process and have been encouraged to provide constructive criticism. MAWWFire have listened to employees where concerns have been raised regarding the pandemic and work-life balance, allowing more flexibility to its employees in terms of working outside of the core hours because of childcare (EV21). Where concerns have been raised in relation to the new recruitment process, discussions have been held to determine the best way to move forward and the best approach to take.

Eliminating Conflict

Employees were given the opportunity to raise any issues via the Grievance Resolution Procedure (EV22).

2.4 Monitoring and Measuring the Effectiveness of Implementation

The implementation of the change was continually monitored by the Change Practitioner, who was able to identify issues and rectify them along the way. This resulted in minimum impact to the revised timeline of events.

Using KPI's recorded by the HR Department, comparisons in relation to the work completed, were able to be made (EV23). Due to the pandemic, and restriction of access to the office, the workload has increased dramatically, and therefore this change has allowed me to assist my colleagues who are struggling with the amount of work coming into the office.

2.5 Records Management

In accordance with the Service's Records Management Procedure (EV24), the following will be recorded and kept in line with GDPR guidance:

- The Change Plan and associated Communications Strategy, Gantt Chart and Action Plan used for this change project, along with the agreement received by ELT
- The record of agenda's and minutes from the fortnightly meetings with Stakeholders, signed off
- Feedback from Stakeholders

2.6 Analysis

Overall, under the circumstances, I believe that working in conjunction with the identified Stakeholders, the change plan devised was implemented successfully, albeit, rushed. As per Lewin's Change Model, we had a clear plan for change set out, implemented the necessary changes when safe to do so, and continue to monitor the process, ironing out any issues as they arise.

Reference List

Balance Careers (2020) *How to Develop Effective Work Relationships*. Available at: <https://www.thebalancecareers.com/developing-effective-work-relationships-1919386> (Accessed: 17 December 2020)

Inam, H. (2018) 'Five Practices to Build Authentic Relationships at Work'. *Forbes Magazine*. 05 November. [Online] Available at: <https://www.forbes.com/sites/hennainam/2018/11/05/five-practices-to-build-authentic-relationships-at-work/?sh=47c0702a4c47> (Accessed: 17 December 2020)

Mindtools (2020a) *Lewin's Change Management Model*. Available at: https://www.mindtools.com/pages/article/newPPM_94.htm [Accessed: 25 January 2021]

Mindtools (2020b) *The Importance of Communication in Change*. Available at: <https://www.managementstudyguide.com/importance-of-communication-in-change-management.htm> (Accessed: 15 December 2020)

Evidence – LO2

EV13

Chief Fire Officer Memorandum 07/2020 – Coronavirus Critical Incident Team Update



Press Officer Account
To _All-users

[↩ Reply](#) [↩ Reply All](#)

Chief Fire Officer Memorandum 07/2020 CORONAVIRUS CRITICAL INCIDENT TEAM UPDATE

Dear All,

As Wales comes to the end of its first week of lockdown, I think we can all agree that we are living in unprecedented times.

Government guidelines now stipulate four basic rules that we should all be living by and you are all urged to follow them, not only for your own health and wellbeing, but also for that of your friends, families, neighbours and communities. We should now only be leaving our homes for one of four reasons:

- Shopping for basic necessities such as food and medicine. Shopping trips should be as infrequent as possible.
- One form of exercise a day such as a run, walk or cycle. This should be done alone or only with people you live with.
- Any medical need, or to provide care or to help a vulnerable person. This includes moving children under the age of 18 between their parents' homes, where applicable. Key workers or those with children identified as vulnerable can continue to take their children to school.
- Travelling to and from work, but only where work absolutely cannot be done from home.

The Service's Critical Incident Team has continued to meet regularly and is constantly monitoring the advice and guidance being issued from the UK and Welsh Governments, as well as the various health bodies, to ensure the Service continues to play its part in helping to fight the spread of Coronavirus.

EV14

POEST Meeting

Organizer	Lloyd Sean (Head of Response)
Time	15 July 2020 14:00-14:30
Location	Microsoft Teams Meeting
Response	✓ Accepted Change Response

Hello All,

I am due to go on leave Friday for 2 weeks, can we meet to go through POEST requirements etc so I can share to County Commanders.

Regards

Sean

[Join Microsoft Teams Meeting](#)

[Learn more about Teams](#) | [Meeting options](#)

EV15

PC

General

Posts

Files

Wiki

Actions

+

↗

↺

Meet

▼

+

New

▼

↑

Upload

▼

🔗

Copy link

↓

Download

+

Add cloud storage

🔗

Open in SharePoint

☰

All Documents

▼

General

📁 Name ▼	Modified ▼	Modified By ▼
📁 Agendas	April 7, 2020	Thomas Rachel H.Q.
📁 Draft Procedures	May 18, 2020	Thomas Alison H.Q.
📁 HR Guidance-Procedural Documents	June 1, 2020	Thomas Rachel H.Q.
📁 Minutes	April 7, 2020	Thomas Rachel H.Q.
📁 People Impact Assessment	April 7, 2020	Thomas Rachel H.Q.
📁 Potential Content for Moodle Pages	April 20, 2020	Thomas Alison H.Q.

EV16

Title **On-Call Training Requirements**

Required

Davies Adrian Powys Command; **Davies Adrian (Powys Command)**; Morgan Ian Powys Command; Armes Paul Powys Command; Hughes Kerry Powys Command; Pryce Matthew Powys Command; Hinton-Jones Liam Ceredigion Command; Pugh David Ceredigion Command; Lawrence Christopher Pembs. Command; Chant Lottie Pembs. Command; Jones Terry Wyn Pembs. Command; Artis Joanne Swansea Command; Tovey Robert Swansea Command; Martin Russell Neath/PT Command; Howells Ian Neath/PT Command; Jones Anthony Carms. Command; Davies Geraint Carms. Command; Jones Iwan Carms. Command; Hands Gareth Carms. Command

Optional

Start time Mon 20/07/2020 10:00 ☐ All day ☐ Time zones

End time Mon 20/07/2020 11:00 [Make Recurring](#)

EV17

	Week 13 (05/07/2020)	Week 14 (12/07/2020)	Week 15 (19/07/2020)	Week 16 (26/07/2020)	Week 17 (02/08/2020)	Week 18 (09/08/2020)	Week 19 (16/08/2020)	Week 20 (23/08/2020)
Implementation								
Agree implementation approach								
Carry out skills analysis of employees								
Arrange necessary training if required								
Arrange time for HR to go through requirements								
Change Completion								
Communications/ Time for feedback								
Review								
Analysis of new recruitment process								
Communications/ Time for feedback								

EV18

Title **On-Call Recruitment Process**

Required

Optional

Start time **Mon 20/07/2020** **15:00** ☐ All day ☐ Time zones

End time **Mon 20/07/2020** **16:30** [Make Recurring](#)

Location **Microsoft Teams Meeting** [Room Finder](#)

Williams Yvette; Goldsbury Ronald H.Q.; Jarvis Steven H.Q.; Bate Stuart H.Q.; Roberts Mathew Ceredigion Command; Evans Gareth H.Q.; Philpott Steven H.Q.; Griffiths Alun Pembs. Command; Barry Phillip Pembs. Command; Thomas Carwyn S. Ceredigion Command; Williams Aimee Neath/PT Command; Merrifield Beverly Swansea Command; Tovey Robert Swansea Command; **Mullan Rhys Powys Command;** Woodman Beverley; Blue Matthew Carms. Command; Hands Gareth Carms. Command; Cheung William Swansea Command; Blewitt Hannah H.Q.; Davies Rebecca Earlswood; Hopkins Lee Carms. Command; Earp Shane H.Q.; Francis Spencer Swansea Command; Davies Alison Powys Command; **Preece Gareth (ICT Support Manager);** Barden Rebecca Powys Command; Walters Richard (Regional Implementation Manager); Cole Karen H.Q.; Bartley Daniel Carms. Command

EV19

HR Transformation Communication Documents

HS Harding Susan H.Q.

To Miles Mark (Head of **HR**); Rees Steven H.Q.; Fairhurst Karen H.Q.; Thomas Sarah H.Q.; Gudgeon Elizabeth H.Q.; Langston Paul H.Q.; Evans Jackie H.Q.; Thomas Alison H.Q.; Phillips Lynwen H.Q.; Rohman Samantha H.Q.; Thomas Rachel H.Q.; Page Dana H.Q.; James Ffion H.Q.

Wed 15/04/2020 09:24

All Staff Communication - April 2020.doc 339 KB

Service Level Agreement - 1.4.20 final.docx 1 MB

LSA section 2 final.docx 46 KB

I thought it was timely to send another communication around as we had to cancel the workshops and halt Core development.



However, we are still working hard in the background – thank you.

Please see the attached documents which I plan to issue on Friday, I know you have seen them before but as yet they have only been circulated in draft form. Can you please cast an eye over to ensure you are familiar with the content but also, is there anything you wish to add in the **newsletter**, as it will be going to all users?

Sue

Sue Harding
Rheolwr Adnoddau Dynol/Human Resources Manager

EV20

On Call Recruitment Process



Pugh David

To: Thomas Rachel

Ceredigion Command

H.Q.; Thomas Alison

H.Q.

Reply

Reply All

Forward

Wed 19/08/2020

You replied to this message on 19/08/2020 09:04.

Hi both – Where are we in regards to the On call recruitment process? I have someone waiting an interview and availability chat, am I permitted to meet up with them?, as well as someone waiting to attend the POEST...?

Many thanks

Dai Pugh
Watch Manager B / Rheolwr Gwylfa B
Station Liaison Officer Ceredigion
(M21, M24 & M26)

EV21



Gwasanaeth Tân Ac Adnab
 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 1: Valid as at 04 May 2020

U3 – Indicates updated section (for initial circulation/publishing)

Contents

1.0	PROCEDURAL STATEMENT
2.0	AIMS OF THE PROCEDURE
3.0	SICKNESS ABSENCE
4.0	FLEXIBLE WORKING, HOME WORKING & WORKING HOURS
5.0	OPERATIONAL CHANGES WITHIN THE SERVICE (WHOLETIME & ON-CALL)
6.0	CONTINUAL PROFESSIONAL DEVELOPMENT (CPD) APPLICATIONS
7.0	(GREY BOOK) EMPLOYEES
8.0	BUSINESS FIRE SAFETY & COMMUNITY SAFETY
9.0	PEOPLE DEVELOPMENT & TRAINING DELIVERY
10.0	PROBATIONARY PERIODS (GREEN BOOK ROLES)
11.0	VULNERABLE EMPLOYEES / SPECIAL LEAVE
12.0	DISCIPLINE & GRIEVANCE PROCESSES
13.0	COVID-19 TESTING
14.0	REVIEW OF PROCEDURE

Document Information

Security Classification	N/A
Document Owner	Director of Resources
Document Author	Human Resources Manager
Date of Issue	May 2020
Date of Implementation	Date of introduction of each change specified
Version Number	01
Date of Last Review	May 2020

1

Date Last Amended	May 2020
Date of Next Review	Weekly review.
Approval Details	
Equality Impact Assessment Reference	

1.0 PROCEDURAL STATEMENT

As Coronavirus (also known as COVID-19) continues to spread, we recognise that the Service has needed to adapt its ways of working, whether in relation to people-related procedures, or indeed the Service's approach to operational response and community safety.

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 are making 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 are also now being made available through Moodle for ease of access by all employees.

2.0 AIMS OF THE PROCEDURE

This Procedure follows the Government's latest advice on:

- [staying at home and away from others](#);
- [social distancing for everyone in the UK and protecting older people and vulnerable adults](#);
- [travel advice](#);
- [households with possible coronavirus infection](#);
- [the closure of schools](#);
- [the introduction of the NHS 111 "isolation note"](#) and
- ["self-shielding" for the extremely vulnerable](#);

It also intends to provide clarity to employees on how any Service processes and procedures may have been 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 is continually evolving, this

2

document provides information on the main amendments introduced, to avoid the amendment and/or removal of existing individual Procedural Guidance Documents during this period.

5.0 SICKNESS ABSENCE

NORMAL PROCEDURE?

Under our normal procedure, if you fall ill and cannot attend work, you would be required to:

- notify Service Control before you are due to start work, or as soon as possible if that is not practical; and
- provide medical evidence (typically, a fit note from your doctor) for sickness of more than seven calendar days' absence.
- All absences will normally count towards the absence categorisation process included in the Service's standard Absence Management Procedure, and towards

TEMPORARY CHANGE?

If you or anyone you live with develops:

- a fever, particularly a high temperature (i.e. a temperature of 37.8 degrees or over); and/or
- a continuous cough,

you should follow this guidance:

www.gov.uk/government/publications/covid-19-stay-at-home-guidance

You should still notify Service Control that you are either self-isolating for 7 days with symptoms, or 14 days due to someone having symptoms within your **household**. Should your circumstances change during your period of self-isolation, then you should not contact Service Control, but contact your line-manager to advise them, who will provide any updates necessary in Service.

Whilst **flexible** are normally required for absences of more than 7 days, the Government launched its self-isolation notes to cover absences of more than 7 days due to self-isolation. See:

<https://www.gov.uk/government/news/online-isolation-notes-launched-covid-19-cases-of-coronavirus-absence-from-work>

However, the maximum period of self-isolation set by the Government is 20 days, as can be seen within the following diagram, however, this is only in situations where somebody on 14 days' household isolation becomes unwell with symptoms themselves on the 13th day of absence:

3

However, during this period, **as long as** the Service's needs continue to be met, you will, in agreement with your Head of Department or Command (with no formal application process), be able to:

- adapt your working patterns, and work outside the normal core hours of your role to suit your personal circumstances, e.g. childcare **etc**
- work from home if your role allows for this, for an extended period without having to follow the formal procedure.

You can therefore agree informally with your line manager to these changes, including reduced hours if necessary, provided your line manager is able to cover any reduction in resources. These arrangements have already been put in place in most cases, however, you should speak to your line manager if you wish to take advantage of either of these options, or any other flexible working options that may help you at this time, subject to your role allowing this.

However, the decision as to **whether or not** to agree to your request for flexible working remains with your Head of Department or Command. Once agreed, the temporary flexible working arrangement will continue until further notice. If circumstances change, your manager will discuss with you any adaptations to, or the withdrawal of, the flexible working arrangement, with the final decision remaining with your Head of Department or Command.

Conversely, if you have been told to work at home during this period in the interests of safety during the COVID-19 outbreak, and you find any element of home-working difficult, please bring this to the attention of your line-manager in the first instance. Guidance on home working has been issued by Corporate Risk which can be found under the COVID-19 tab on **atWork**.

Should you not be in a position to provide flexible working, or home working during this period, and are unable to commit to your normal working hours due to child-care for example, then you can explore other avenues with your line-manager. Options may be emergency annual leave, or unpaid leave, however, approval will be at the exigencies of the Service, as service delivery needs to be maintained during this period.

It has been **recognised** that cases of Domestic Violence have increased dramatically during the period of COVID-19 lock-down, due to pro-longed periods at home, sometimes due to the lock-down itself, but also due to extended home-working or special leave for example. Managers should be extra vigilant during this period and consult the Service's guidance and procedure in this regard, available on **atWork**.

WORKING HOURS / FLEXIBLE WORKING HOURS BY TEAM (GREEN BOOK)

During this period, the working hours of Green Book or Support Staff will not be monitored centrally, whether electronically or on paper forms. The arrangements for working hours and any monitoring will therefore sit between the employee and their line-manager. Due to many individuals working from home, this will ease the administrative burden centrally during this difficult time, and a record of working hours should therefore be kept personally, for submission to line-managers where required and requested.

5

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_t_data/asset/B74011/Stay_at_home_guidance_diagram.pdf

As such, the Service will be accepting the Government's self-isolation notes during this period to cover all periods of self-isolation between 14-20 days where applicable, and will not expect submission of GP Fit Notes to cover periods of self-isolation from day 8 onwards. The first 7 days' absence will be covered by P11 self-certification in the usual way. The Government has information on self-isolation notes online:

<https://www.gov.uk/government/news/online-isolation-notes-launched-covid-19-cases-of-coronavirus-absence-from-work>

ABSENCE CATEGORISATION AND ABSENCE PAY ENTITLEMENT

Sickness absences and self-isolation due to Coronavirus will be exempt in the following cases:

- Self-isolation falls within the Government-set parameters of 7 days (with symptoms) or 14 days where isolation is linked to a household member having symptoms, or up to a maximum of 20 days in specific circumstances (see explanatory diagram by clicking **here**);
- On-going sickness is supported by a Med3/Fit-Note linking the absence to COVID-19.

As such, these absences will not affect absence **categorisation**, or entitlements to durations of absence pay i.e. full-pay or half-pay under existing Conditions of Service or normal procedures. Absence falling outside of the above criteria, will be counted in the normal way.

6.0 FLEXIBLE WORKING, HOME WORKING & WORKING HOURS

FLEXIBLE WORKING & HOME WORKING

NORMAL POLICY?

Under the Service's normal flexible working procedures, you can normally agree informally with your line manager to one-off or short-term changes to your working patterns or periods of homeworking.

However, if you wish to change your working patterns or work from home for an extended period, we normally ask you to make a formal request for flexible working and follow the procedure set out in the **atWork** procedure.

TEMPORARY CHANGE?

The Government's advice is to "work at home unless your work absolutely cannot be done from home". This will obviously not be possible for the majority of operational personnel working on stations for example, and there may also be reasons that your Head of Department or Command may need you to contribute to essential work during this time, which can only be carried out from a specific location, in order to avoid the loss of, or long-term detrimental impact to essential functions or records.

4

The normal Flexible Working Hours Scheme will be suspended during this period, and until further notice. As such, working hours from home should, in the main, be in line with your normal standard daily hours (whilst **recognising** that the hours may be worked at different times during the day). This means that your weekly working hours during this period should be your standard hours.

Where you are required to work additional hours at any time to meet Service requirements, you should agree this with your line-manager, and/or any other daily adjustments to your working hours (+/-) to manage them against the needs of the Service. This will avoid any build-up of hours during this period, and ensure that any flexibility required, is introduced with line-manager approval.

5.0 OPERATIONAL CHANGES WITHIN THE SERVICE (WHOLETIME & ON-CALL)

Due to the significant impact of the COVID-19 pandemic, Fire and Rescue Services have had to adapt to new ways of working, providing a risk-assessed approach to business-continuity for operational response, and also community safety-based work. A National tri-partite agreement has also laid the foundation for Fire and Rescue Services to assist other emergency services and the NHS during this time of need.

TRI-PARTITE AGREEMENT

The National Employers, National Fire Chiefs Council and the Fire Brigades Union have signed up to an Agreement which ensures that the UK Fire and Rescue Services are committed to assisting other emergency services, and the NHS during what is an extremely difficult period. The Agreement extends 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);

6

- 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.

CHANGES TO SERVICE OPERATIONAL PROCEDURE 8 AND STANDARD OPERATING PROCEDURE 8

Changes have been made within Service Response and procedures in Service, as follows:

Use of Appliance during COVID-19 (On-Call)



Use of Appliance during COVID-19 (Wholesale)



STANDARD OPERATING PROCEDURE 8 (OP 8 ALERT 8)

The Service has been issuing updates to SOPs by email, taking cognisance of the latest guidance on COVID-19. Examples are as follows:

- 17-20 – COVID-19 Safety ~~Conduct~~ Conduct
- 18-20 – Breathing Apparatus ~~face mask~~ face mask cleaning;
- 19-20 – Temporary separation partitions for COVID-19 ~~SB~~ SB
- 20-20 – Casualty Care / CPR ~~SB~~ SB
- 22-20 – Casualty Care / CPR ~~SB~~ SB
- 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.

SHORT-TERM REVISION TO ON-CALL CONTRACTED HOUR 8 (DL7'c) 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, should be permitted to move from a 75% to a 100% On-Call payment on a short-term basis, subject to review in line with the changing circumstances and guidance around COVID-19.

Eligibility: Any employees accessing this temporary uplift must currently be on 75% contracts and during a 2-week period provide in excess of an average of 120 hours cover per week.

Duration: This will be for an initial period of 3 weeks (initially agreed to cover 24th March to 14th April but this has been extended) and will be subject to review in line with future Government direction.

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

- Response Managers (or Command Head of Response) to send email to HR Service Support humanresources@nswfire.nsw.gov.au
- Subject Heading - COVID19 Temporary Change to DL7c Station***
Employee Name : Employee Service No.
- 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.

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.

8.0 CONTINUAL PROFESSIONAL DEVELOPMENT (CPD) APPLICATION 8 (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 to cancel the re-application process for 2019-20 (re-applications due by 30 April 2020) and continue CPD payments for those already in receipt to 30 June 2021 (other than where temporary or substantive promotion would normally cease payment).

As such, CPD application requirements during March-April 2020 were restricted to employees who were currently not in receipt of payments from 01 July 2019 to 30 June 2020 following the 2018-19 CPD application process.

7.0 BUSINESS FIRE SAFETY & COMMUNITY SAFETY

HOME SAFETY PROCEDURE

We are currently not visiting homes to deliver home safety advice and equipment, unless there are no other options and the household is at extremely high risk. Home safety advice and equipment is now predominantly undertaken by telephone and by post, for example, Smoke Detectors are being sent out to homes by Royal Mail, the costs for which are being monitored for reporting purposes.

YOUTH INTERVENTION 8

All of our routine Youth Interventions such as Phoenix Courses, Crimes and Consequences and Revolutions have been suspended. Interventions are being reviewed.

SCHOOL 8 PROGRAMME

The Schools education programme has been suspended and been replaced with liaison with educational partners through Hwb and other platforms.

FIRE CADET 8

Units have all been suspended, contact is maintained through social media.

ARSON REDUCTION

Routine activities suspended, arson patrols have continued where necessary due to the dry weather and arson risk, but with social distancing and hygiene protocols maintained. Operation Dawns ~~Club~~ has ~~continued~~ continued tech platforms.

PARTNERSHIP 8

Links being maintained via e-mail and other platforms with partners so that we can support and promote activities and that we can ~~visit~~ visit community hubs to distribute smoke alarms.

ROAD SAFETY

Interventions have been suspended.

BUSINESS FIRE SAFETY (BFS)

The BFS department continues to provide a response to urgent compliance matters including, but not limited to, complaints, post-fire audits and the monitoring of enforcement and prohibition notices. Routine Building Regulations and other consultations are continuing to be conducted by staff who are working from home.

The majority of staff are working from home with the public facing engagement activities conducted by BFS Officers, taking appropriate protection measures, in a tiered approach that seeks to ~~minimise~~ minimise direct contact, where possible.

Department staff have been heavily involved in the joint arrangements for the development of temporary field hospitals and body storage sites. Areas of focus will now be turned to those sites identified for the housing of the homeless and offenders on early release or ~~release~~ release.

8.0 PEOPLE DEVELOPMENT & TRAINING DELIVERY

COURSE NUMBER 8 & RATIO 8

Course numbers are reduced to 4 students in the classroom and 1 instructor.

BA REFRESHER COURSE AMENDMENT 8

BA refresher courses have been altered from a 2-day course to a one-day course, omitting the development day and focusing on what needs to be done for compliance with OGBA. The hot wear part of the assessment is completed ~~using~~ using a propane burner as opposed to carbonaceous fire as this reduces the number of instructors required to run the course.

PROBATIONARY ASSESSMENT 8

Probationary assessments have been cancelled (deemed not risk critical).

BOAT COURSE 8

Boat courses have been cancelled (cannot comply with social distancing).

EXTERNAL INSTRUCTOR COURSE 8

External instructor courses have been cancelled until further notice.

LGV COURSE 8

LGV course numbers have been reduced to a 1:1 ratio as opposed to 2:1.

All sources have now been cancelled for a 3-week period (subject to review) until mid-May 2020.

8.0 PROBATIONARY PERIOD 8 (GREEN-BOOK ROLE 8)

Due to the impact of COVID-19 on working arrangements for Green-Book employees in particular with regards to home-working, which may impact on weekly supervision time, Green-Book probationary periods will be extended in line with the appropriate duration of impact which can be evidenced by line-managers and/or Heads of Commands or Departments.

Where this is the case, notification should be made to the Service's Human Resources Department on the appropriate extension period to be added for ~~each individual~~ each individual in line with the period of impact evidenced.

For example, a Green-Book employee may be 4 months into a 6-month probation period, which makes the next 2 months particularly important considering the final assessment will be made on continued employment or otherwise. Due to COVID-19 however, they may now have been working from home with no further opportunities for development from their line manager, and in this case, the probationary period should be extended accordingly.

Written confirmation should be provided to affected individuals for their records, to demonstrate fairness during this difficult period.

10.0 VULNERABLE EMPLOYEES / SPECIAL LEAVE

Under normal circumstances, employees would have to apply specifically for Special Leave by completing an application form, and submitting this to their line-manager, and ultimately Head of Command or Department for approval, in line with the criteria set-out within the Service's Leave Procedure, under Special Leave.

Due to the COVID-19 outbreak, and the fact that some employees may identify as falling within the Government's classification of vulnerable, or even a high-risk group due to an underlying health condition, they can request that their line-manager conducts an appropriate risk-assessment with them, using the form below:



Where the risk-assessment identifies that the risk for an individual is too great within the workplace, and no reasonable adjustments can be made to ensure their safety, the individual can either work from home for the recommended period, or will be placed on paid special leave for the duration, without having to follow the standard application process ~~recognised~~ within existing procedures.

Line-managers should ensure regular contact with those on long-term absence from work, whether on home-working or risk-assessed Special Leave, to ensure appropriate support, and also to provide Occupational Health support where necessary, in relation to any heightened risk from their health condition and COVID-19 during their absence. It should be ~~recognised~~ however, that the first point of contact for the individual should always be a medically qualified person, either through their GP, or NH 1111 in the first instance.

It has been ~~recognised~~ that cases of Domestic Violence have increased dramatically during the period of COVID-19 lock-down, due to pro-longed periods at home, sometimes due to the lock-down itself, but also due to extended home-working or special leave for example. Managers should be extra vigilant during this ~~period~~ and consult the Service's guidance and procedure in this regard, available on [@Work](#).

11.0 DISCIPLINE & GRIEVANCE PROCESSES

Whilst the potential risk from COVID-19 is clear, and we need to do all we can to protect employees from unnecessary risk, and base decision-making on appropriate risk-assessment, it is also ~~recognised~~ that where important processes such as discipline and grievances can continue in a safe and risk-free manner, they should do so, to avoid the unnecessary anxiety and concerns which can sometimes arise from delay.

It has therefore been agreed in principle with the representative bodies that such processes should continue wherever possible during the outbreak, as long as a risk-assessed approach is adopted, and that alternative measures can be adopted when

necessary, with regards to disciplinary interviews and hearings in particular. The approaches agreed with the representative bodies during this period are as follows:

- Risk-assessed use of appropriately sized meeting rooms, with ample space for social-distancing, entry and exit control, hand sanitisers [etc.](#)
- Use of Microsoft Teams or Skype where anyone involved is showing symptoms of COVID-19, or where travel to a suitable meeting room is ~~prohibited~~.
- As a last resort, questions issued in writing by investigating officers, and written responses provided accordingly.

Aside from these changes, normal discipline and grievance procedures will apply.

12.0 COVID-19 TESTING

PROCESS

The following process has been adopted by the Service, in consideration of the current absence rates in relation to COVID-19 and relevant advice and guidance from Public Health Wales.

- Employee contacts Service Control and books ~~COVID~~-related absence (in the same way they would book normal sickness absence). Control record whether the employee is symptomatic or if it is a member of the employee's household who is ~~symptomatic~~.
- Absence notification is forwarded to Service's Single Point of Contact (SPOC) for COVID-19 testing, Human Resources Advisor Paul Langston. SPOC will contact the employee by telephone to confirm who the sufferer of symptoms is and offer a suitable test (either through PHW – Cardiff, or through screening with Hywel Dda. Tests (where deemed to be required through screening) for Hywel Dda are arranged at Cardigan, Aberystwyth, Llanelli, Carmarthen, Haverfordwest (Wiltshire) Hospital coming online soon, together with specific testing within the Powys area).
- Employee is requested to advise SPOC of test outcome – tracking record is then ~~updated~~.
- If employee (or household member) is negative they may return to work at the earliest opportunity, if they are physically fit enough to do so (effects of any illness notwithstanding).
- If managers have a specific individual which they would like considered for testing, they should contact the SPOC directly to discuss, as the health board/testing centre will normally only test people who are ~~symptomatic~~.
- There are currently ~~no~~ out of hours or weekend arrangements in place – Notifications are picked up Monday to Friday. This is based on current numbers requiring testing at present and will be reviewed periodically moving forward. Impact on operational delivery and availability of testing slots will also form part of this review.

13.0 REVIEW OF PROCEDURE

This procedure shall be ~~reviewed~~.

- Weekly during the period of the COVID-19 pandemic, or
- following receipt of new information from the Critical Incident Team, or associated COVID-19 'Cells'.



Gwasanaeth Tân Ac Achiub
Canolfarth a Gorflewin Cymru
Mid and West Wales
Fire and Rescue Service

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

HR 6.25, Grievance Resolution Procedures

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

Contents

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

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HR 6.25 – Grievance Resolution Procedures, V8

1

2.0 GENERAL PRINCIPLES OF GRIEVANCE RESOLUTION

Grievances must be raised within 3 months of the event that causes the grievance. In exceptional circumstances and in discussions with individuals or their representatives, this time might be extended.

The existence of this procedure does not remove or interfere with management responsibilities or a manager's authority to undertake appropriately considered management decisions, interventions or actions. The procedure is not a means for questioning, validating or reversing management decisions that are fair and non-discriminatory. Furthermore, the submission of a formal grievance will not delay appropriate implementation of any management decision or the effects of that decision.

There is no right of status quo under the grievance resolution procedure and appropriate management decisions can be implemented even where these decisions are subject to further stages of the grievance resolution procedure.

All these considerations are, however, subject to the exigencies of the Service, and therefore management decisions can be implemented without delay if the Service requires this. In this paragraph, and in all other instances, reference to "until the grievance has been resolved" means until all stages of the grievance procedure have been exhausted.

Where clear cause for concern regarding the validity of a management decision is apparent on submission of an issue, the appropriate Director will be informed and will make immediate enquiries with the relevant manager(s). This would be the exception and would only be considered where there was clear evidence in the submission that immediate intervention was necessary and warranted.

Managers responsible for dealing with grievances will bear in mind that the procedure is aimed at achieving a resolution at an early stage, rather than establishing innocence or guilt, or providing punishment.

It is not necessary for the aggrieved person, nor persons against whom a grievance might be lodged, to prove their position beyond all reasonable doubt. Often an issue centres on the perception of one person against another with little or no supporting evidence. Therefore, those considering the grievance will need to arrive at their conclusion based on the balance of probability.

Information gathered during the course of an inquiry must be assessed on the balance of probabilities. That is, it is more likely to have happened than not. This coincides with the standard of proof required by an Employment Tribunal. A written record will be produced providing the outcome of all grievances, which should include, if appropriate, conclusions and / or recommendations for action.

The existence of this procedure does not remove the right of an individual under law to take a case to Employment Tribunal at any time. However, the Employment Tribunal will

HR 6.25 – Grievance Resolution Procedures, V8

3

1.0 INTRODUCTION

This procedure enables an employee to raise any concerns they may have about their job. If an individual is unhappy about the treatment they have received or about any aspect of their work, they should discuss this with their line manager, who will attempt to resolve the situation on an informal basis. If the individual feels unable to approach their line manager directly, the employee can approach another manager at the same or similar level of authority, or the HR Advisor assigned to their region. Examples of types of employment issues that may cause grievances to arise are provided at Appendix 1. This procedure shall apply to all employees.

The objective will be for both parties to deal with an issue with a spirit and intent that resolves it through discussions. The procedure is not intended for use in the following circumstances:

- The matter involves a disciplinary issue, which must be dealt with in accordance with the Service's Disciplinary Procedures
- The issue involves a medical matter, which must be dealt with by an Independent Medical Panel
- The matter involves a pensions issue, which must be dealt with through the Internal Disputes Resolution Procedures
- Where the employee's grievance relates to their salary grading in which case the salary grading appeals procedure should be used
- Where the Service relates to pay over which the Service does not exercise discretion
- Any personal matter that is not directly related to conditions of service
- Any matters relating to collective trade disputes
- Any matters raised under the provisions of the Public Interest Disclosures Act

The procedure aims to help to resolve individual grievances in a manner which is as fair and quick as possible. It is the Service's intent to find a solution to individual issues as early as possible and with this in mind, individual concerns should be dealt with and resolved by line management at any time before a formal grievance is raised.

Lobbying of Elected Members by individual employees in respect of a grievance is not encouraged and may well prejudice individual rights under the Procedure.

Although the procedure may set down time limits within which answers to grievances are to be given, it is important that grievances are dealt with as quickly as possible, and as close to the level of origin as possible to avoid further breakdown in working relationships and potential litigation.

Where an employee has sought remedy under a different service procedure, then they will not be permitted to access the grievance resolution process to try and seek a different remedy. All issues will be dealt with once and once only and grievance resolution procedures can only be accessed where the issue has not been dealt with under an alternative more appropriate procedure. It will not be used as an either/or option.

HR 6.25 – Grievance Resolution Procedures, V8

2

expect to have seen, in the majority of cases, an attempt at resolution through internal procedures prior to the submission of an application to the Tribunal.

Where the issue consists of an allegation against another individual or group of individuals, they will have the right to be informed of, and give a response to, those allegations and they will be regarded as involved parties. The involved parties will be informed as soon as practicable of the existence of a grievance and how this relates to them. The need to inform the involved parties as soon as practicable will always be weighed against the need to prevent possible victimisation. Where necessary, appropriate measures will be put in place prior to the notification.

Copies of meeting records or statements will be given to the aggrieved (and other involved parties as appropriate) including any formal minutes that may have been taken. In certain circumstances e.g. to protect witnesses, some information may be redacted or withheld.

Exceptional circumstances may arise giving cause to believe the aggrieved or other involved parties may cause harm to others, themselves or the Service. In such exceptional circumstances disclosure to senior managers as deemed appropriate may become a requirement.

All information, documents or statements connected with a grievance resolution will always be treated in confidence. However, it must be accepted that in the process of resolving the issue(s), and to ensure appropriate training or development is provided where identified during the resolution process, wider awareness of the matter may be necessary.

Expectations of confidentiality must be tempered by the realisation that as soon as the resolution process starts, awareness, even amongst those not directly involved often will result. It is with this in mind that steps to prevent victimisation will be appropriately prioritised. Where any person involved in this procedure wilfully fails to maintain reasonable confidentiality or seeks to unduly influence any party to the grievance such action may be interpreted as harassment, particularly if victimisation results as a consequence.

Managers will deal with the involved parties and the information concerning the issue(s) with care, sensitivity and as promptly as possible.

3.0 RAISING A GRIEVANCE INFORMALLY

Any employee who has a grievance relating to his or her employment may raise the matter informally with his or her manager during the course of normal work. This is not part of the grievance procedure. Only if the matter is not resolved between them should the formal grievance procedure need to be used.

Where the grievance is a complaint against the line manager with whom the grievance would normally be raised, the employee can approach that person's manager or another manager at the same or similar level of authority. An attempt should be made to resolve the issue at this informal stage. The manager should enquire into the grievance and

HR 6.25 – Grievance Resolution Procedures, V8

4

discuss it with the employee and advise the employee of a decision within a reasonable timeframe. For less complex issues and where practicable this should be within 21 calendar days.

4.0 MEDIATION

It may be appropriate for the matter to be dealt with by way of mediation, depending on the nature of the grievance. This involves the appointment of a third-party mediator, who will discuss the issues raised in the grievance with all of those involved and seek to facilitate a resolution. Mediation will be used only where all parties involved in the grievance agree.

5.0 RIGHT TO BE ACCOMPANIED

All parties involved in a grievance resolution procedure will have the right to be accompanied at any interview or meetings by a recognised trade union representative or work colleague. In investigations it is important that the witness speaks for themselves and generally it is reasonable to expect that the role of the accompanying person at an interview would be to ensure that the interview is conducted fairly, and to ensure that the witness understands the questions being put.

At a Grievance Resolution Meeting, the accompanying person should be allowed to address the meeting to put and sum up the employee's case, respond on behalf of the employee to any views expressed at the meeting and confer with the employee during the meeting. The accompanying person does not however have the right to answer questions on the workers behalf, address the meeting if the worker does not wish it, or prevent the employer from explaining their case.

Reasonable time off with pay will be granted to those accompanying/representing an employee in grievance procedures. This should cover the investigation and meeting and allow time for the representative to familiarise themselves with the case and confer with the employee before and after the hearing.

6.0 FORMAL PROCEDURE

Written Statement

The employee must set out the nature of the grievance in writing and send a copy to their line manager or in the event that the grievance relates to the immediate manager, to the next immediate manager.

The written statement will form the basis of the subsequent grievance meeting and any investigations, so it is important that it sets out the following:

- Title the letter- Formal Grievance or complete the form G1
- The nature of the grievance.
- Indicate the reasonable outcome/resolution that is being sought. This may be an apology, a change within a process, the opportunity to access a specific development opportunity etc.

HR 6.25 – Grievance Resolution Procedures, V8

5

- Concentrate on the facts of the situation.
- Provide clear indisputable evidence for the facts and figures. (As part of the evidence, witnesses may be interviewed to give evidence, however, it is important to first consider whether a witness has something relevant to say to support the grievance). You do not need to contact any witnesses, at this stage as the Manager will consider this.
- Submit all evidence with the grievance letter (in some instances this may result in the need to delay the submission of your grievance for a short period whilst further evidence is obtained, as once received a grievance meeting will usually be convened in 10 calendar days).
- Date your letter and retain a copy.

Employees are encouraged to seek help if required in setting out their grievance in writing, either from a work colleague, or a recognised trade union representative.

The written statement may be prepared through the medium of Welsh or English. If a statement is received in Welsh the response will be in provided in Welsh.

The Meeting

Once the manager has received the written statement, they must invite the employee to a meeting to discuss the grievance. The manager should contact their assigned HR Advisor for guidance.

The manager must ask the employee if they wish to use the Welsh language at the meeting and explain that if they do wish to use the Welsh language a simultaneous translation service from Welsh to English will be provided if the manager or any accompanying persons are non Welsh speaking.

The manager should not delay the invitation to a meeting beyond 10 calendar days of receiving the written statement.

The meeting must be held at a time and place that are reasonable for the employee and anyone accompanying the employee.

Employees should be allowed to explain their grievance and how they think it should be resolved. Consideration should be given to adjourning the meeting for any investigation that may be necessary.

If the manager considers an investigation is necessary the Investigating Officers are expected to give due regard to the ACAS Guide on Conducting Workplace Investigations [ACAS Guide on Conducting Employee Investigations](#). Alternatively the manager may appoint someone to investigate the situation on their behalf.

A full written explanation should set out what action the employer intends to take to resolve the grievance within a reasonable timeframe; within 7 calendar days of the meeting where practicable.

The written explanation should be provided in Welsh if the employee has made asked to use the Welsh language at any stage in the procedure.

HR 6.25 – Grievance Resolution Procedures, V8

6

Copies of the decision and reasoning will be sent to *all of the parties*. Line managers should send a copy of all responses to written grievances, including all associated documentation to the HR Support Coordinator for retention in accordance with the Service's document retention timescales.

The Appeal

If the grievance has still not been resolved the employee has the right of Appeal.

The employee should address a letter of Appeal to the Head of HR within 7 calendar days of receiving the written decision at the original meeting.

The appeal may be prepared through the medium of Welsh or English. If the appeal is received in Welsh the response will be in Welsh.

The HR Support Coordinator shall arrange for the employee to meet with the Head of Department/Command; or should the Head of Department/Command be formally involved in the Grievance at an earlier stage, the meeting will be with the appropriate Corporate Head or Director. Also present at the appeal meeting will be a representative of the HR Department. The employee can also be accompanied by a recognised trade union representative or work colleague.

The manager must ask the employee if they wish to use the Welsh language at the meeting and explain that if they do wish to use the Welsh language a simultaneous translation service from Welsh to English will be provided if the manager or any accompanying persons are non Welsh speaking.

The decision of the meeting shall be notified in writing to all parties within 7 calendar days of the meeting where practicable.

The decision should be provided in Welsh if the employee has asked to use the Welsh language at any stage in the procedure.

The outcome of the appeal meeting concludes the internal grievance resolution process, and this should be included in the notice of decision correspondence.

Copies of the decision and reasoning will be sent to *all of the parties*. Line managers should send a copy of all responses to written appeals, including all associated documentation to the HR Support Coordinator for retention in accordance with the Service's document retention timescales.

7.0 COUNTER CLAIMS / ALLEGATIONS

All related issues, counter claims/allegations from any involved party will be dealt with as part of the one resolution procedure. Once dealt with in this way attempts by those parties involved to submit the same or intrinsically linked issues under a new procedure will not be accepted, other than in cases of malicious or vexatious allegations which will be considered under the Service's disciplinary procedures.

HR 6.25 – Grievance Resolution Procedures, V8

7

8.0 VICTIMISATION

All parties have a right to fair treatment within the procedure. There will be no victimisation of any individual(s) involved. Any such victimisation will amount to and be dealt with as a disciplinary offence.

At the commencement of any procedure, managers will ensure that in the circumstances of each case, appropriate measures are taken to minimise the risk of victimisation.

The transfer of an aggrieved individual could be regarded as an act of victimisation and this course of action will only be resorted to in exceptional circumstances and with the consent of, or at the request of the aggrieved.

Any person who feels that they are being victimised in any way during the procedure should at once consult the HR Advisor or accompanying person.

9.0 MALICIOUS COMPLAINTS

There is no intention to deter any genuine issue raised but the possibility exists whereby the procedure may be used maliciously. Where this becomes apparent through the course of the procedure then this matter will be referred to the appropriate Service Director.

The appropriate action to take in response to a malicious complaint will be decided upon after consultation between the Head of Department and the appropriate Service Director. This may lead to disciplinary proceedings where the malicious action amounts to, for example, harassment or attempts to deter managers from exercising their proper managerial responsibilities.

10.0 COLLECTIVE GRIEVANCE

An employee need not follow an individual grievance where a recognised trade union representative or other appropriate representative has raised the grievance on behalf of two or more named employees.

Employees sharing a grievance may choose up to two of their number to act as representatives.

11.0 WITHDRAWAL OF GRIEVANCES

Where a grievance is withdrawn prior to the resolution meeting, the manager will ensure that the individual concerned confirms this in writing.

Where this is the case the HR Advisor should ensure that there are no issues that require further action and should advise all involved parties, if previously notified of an issue, of the withdrawal.

Where an enquiry has commenced, and other involved parties interviewed, then they have become part of the issue and have every right to continue with the procedure. In these circumstances, and although the aggrieved person might have withdrawn, they may still

HR 6.25 – Grievance Resolution Procedures, V8

8

be called upon as a witness to the issue(s) and only where necessary may be required to attend the resolution meeting.

12.0 RELATIONSHIP WITH DISCIPLINE PROCEDURES

The Grievance Resolution Procedure is not a method for making allegations under the Mid and West Wales Fire & Rescue Service Discipline Procedure.

It may be possible to continue to use the procedure to resolve the initial cause of the issue(s) but this would depend on the circumstances of each case.

The reluctance of the aggrieved to participate in the grievance procedure for fear of this resulting in a discipline investigation could make an enquiry untenable under normal circumstances individuals should not be required to give evidence nor should any action be taken against that person as a consequence of a refusal to give evidence unless this would adversely impact on the Authority's ability to effectively discharge its obligations as an employer.

Attempts to find resolution to the original issue(s) should not be deferred pending the outcome of any disciplinary enquiry.

13.0 SUPPLEMENTARY NOTES

The procedure does not need to be followed if circumstances beyond the control of either party prevent one or more steps being followed within a reasonable period. This will sometimes be the case where there is a long-term illness or a long period of absence. We understand that individuals involved in a grievance process can sometimes find it stressful and may require time off sick. It is important to resolve the matter as soon as possible, to enable all parties to move on. Therefore the Service will seek medical advice about individuals continuing with the process whilst off work due to sick absence.

Whatever practice or agreement existed prior to the initiation of the Grievance Procedure shall continue to operate pending resolution or until the agreed procedure has been exhausted.

The parties may by mutual agreement, modify the time limits referred to in the Procedure.

It is important, and in the interests of both parties to keep written records during the grievance process. Such records should be treated as confidential and kept in accordance with the General Data Protection Regulations.

Grievance Procedures are by their very nature personal and confidential. During an investigation, no information will be disclosed to the media, or to third parties not directly involved. At the conclusion of a grievance matter, if required, only the Executive Leadership Team or Head of HR shall be authorised to disclose information about the case, based on a prepared statement.

It is recognised that there will always be a certain amount of stress and anxiety for any parties when dealing with grievance cases, and employees and managers are encouraged to seek support through the Service's Occupational Health provisions where

necessary. Managers are reminded of their duty of care under Health and Safety Legislation.¹

Nothing contained within this Procedure shall prejudice the rights of any employee existing under any Statutory Legislation, or National, or Local Conditions of Service Agreements.

Where the procedure refers to "Manager", "Head of Department/Command", "Head of HR", or "Director" etc, it equally applies to officers acting in that capacity, or authorised so to act by their senior manager.

14.0 EXEMPTIONS AND DEEMED COMPLIANCE

The Grievance Procedures do not apply where the employee raises a concern as a "protected disclosure" in compliance with the public interest disclosure provisions of the 1998 Public Interest Disclosure Act (PIDA). The terms of the 'Whistleblowing Policy' will apply.

Line managers and employees will normally be expected to go through the grievance procedures unless they have reasonable grounds to believe that by doing so they might be exposed to a significant threat, such as violent, abusive or intimidating behaviour, or they will be harassed.

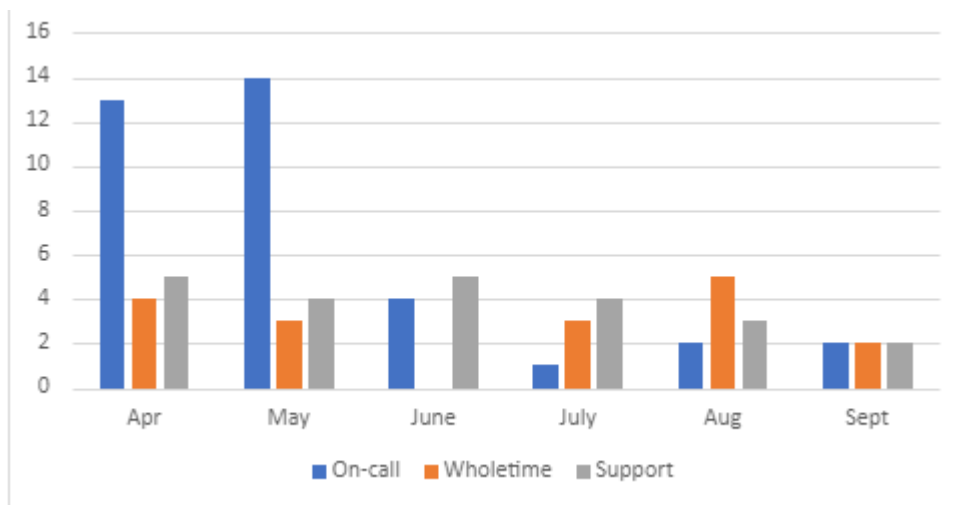
15.0 REVIEW OF PROCEDURE

This procedure shall be reviewed :-

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

EV23

Recruitment Cases							
	Apr	May	June	July	Aug	Sept	Oct
On-call	13	14	4	1	2	2	
Wholetime	4	3	0	3	5	2	
Support	5	4	5	4	3	2	
	22	21	9	8	10	6	0





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

HR 6.39, RECORDS MANAGEMENT PROCEDURE

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

CONTENTS

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

APPENDIX A – RETENTION SCHEDULE

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Equality Impact Assessment Reference	HR8.39EIA

1.3 RESPONSIBILITIES

The Service has a corporate responsibility to maintain its records and record-keeping systems in accordance with the regulatory framework. The Service is therefore required to have guidance for good records management practice in place and to promote compliance with this procedure in such a way to ensure the easy, appropriate and timely retrieval of information by:-

- Undertaking information audits to develop appropriate retention schedules and classification schemes (corporate and departmental).
- Undertaking compliance audits of records management programmes (policies, procedures and systems) to ensure the Service's statutory obligations are met including those under the Local Government Act 1972, the Data Protection Act 1998, and the Freedom of Information Act 2000.
- Ensuring that the destruction of records complies with the Service's obligations under the data protection and freedom of information legislation.
- Issuing guidance for implementing and complying with this procedure.

Individual business units, departments and sections must ensure that records for which they are responsible are accurate, and are maintained and disposed of in accordance with the Service's records management guidelines.

All records within a business unit, department or section should have an identified 'owner' responsible for their management whilst in regular use.

Each business unit will require its departments to:-

- Ensure the capture of records (both paper and electronic) that provides evidence of its functional activities.
- Will ensure the requirements of this procedure are articulated in business plans.
- Will identify employee responsibilities within departments to implement this procedure.
- Establish retention schedules for all areas of work.
- Will ensure that employees receive appropriate training to meet their responsibilities under this procedure.

1.0 PROCEDURAL CONSIDERATIONS

1.1 PRINCIPLES OF RECORDS MANAGEMENT PROGRAMMES

Good records management practices will be achieved by:

- Determining what records should be created and retained by each business unit through the establishment of retention schedules.
- Determining appropriate corporate systems for the retention of records which ensure all appropriate records and related data (metadata) are captured into the system.
- Retaining records to satisfy operational, legal and other needs.
- Developing appropriate finding aids such as classification schemes and indexes to facilitate the retrieval of records and information.
- Ensuring records are maintained in a safe and secure environment.
- Ensuring records are retained for as long as required and no longer.
- Carrying out timely and appropriate destruction of records and information in conjunction with the Service's retention schedules.

1.2 SCOPE OF THE PROCEDURE

This procedure applies to all records created, received, or maintained by employees of the Service in the course of carrying out their work.

Records are defined as all those documents that facilitate the business carried out by the Service and which are thereafter retained (for a set period) to provide evidence of its transactions or activities. These records may be created, received, or maintained in hard copy or electronically.

Records management is defined as a field of management responsible for the efficient and systematic control of the creation, receipt, maintenance, use, and disposition of records, including processes for capturing and maintaining evidence of information about business activities and transactions in the form of records.

A small percentage of the Service's records may be required for permanent preservation as part of the Service's archives.

1.4 RELATIONSHIP WITH EXISTING PROCEDURES

This procedure has been formulated within the context of the following Service documents.

Data Protection Procedure
Freedom of Information Scheme of Publication

Compliance with this procedure will in turn facilitate compliance not only with information related legislation (specifically Local Government Act 1972, Data Protection Act 1998, and Freedom of Information Act 2000) but also with any other legislation or regulations (including audit, equal opportunities) affecting the Service.

2.0 CREATION AND CAPTURE OF RECORDS

The creation of records are an essential part of Mid and West Wales Fire & Rescue Service's (MAWWFRS) business administration. Put simply we could not carry out our necessary functions as a Fire Authority without relying on records. Records need to be created to provide a full and accurate source of evidence and information about what we do as an organisation for use by internal personal and external stakeholders.

Records are required to satisfy statutory and regulatory requirements, facilitate good business administration, document decisions for current and future knowledge and to all us to be accountable for our actions.

All staff will have varying degrees of responsibility for creating records of their activities, and all Heads of Departments are required by the Records Management Procedure to ensure that sufficient records are created and captured about their department's activity.

Not all information created in the course of carrying out MAWWFRS business will necessarily be a record. The records required to be kept by individual departments should be listed in an appropriate retention schedule. It should be noted that records can include paper, electronic, e-mail and multi-media documents. It is important to remember that it is the content of the record not the format that determines retention.

Where documents that need to be retained as records have been identified the need to be captured into either a manual (paper) or electronic record-keeping system as appropriate. Record-keeping systems themselves (manual and electronic) should ensure that appropriate levels of security and access are maintained.

Any record captured into either a manual or automatic record system will need to ensure that supplementary information (metadata) is also captured along with the record itself. This metadata is vital to ensure the information can be retrieved quickly and accurately, be interpreted correctly and linked to the activity that it supported. Typical metadata would include: author, date, file reference, title but depending on the business context may include other elements (cf. MAWWFRS Record-keeping Metadata Standard).

Records will only be useful if certain characteristics can be ensured, they need to have:

- **Authenticity** – the record can be proven to be what it purports to be to have been created or sent by the person purported to have created or sent it, and to have been created or sent at the time purported.
- **Reliability** – a record whose contents can be trusted as a full and accurate representation of the transactions, activities or facts to which they attest and can be depended upon in the course of subsequent transactions or activities.
- **Integrity** – a record that is complete and unaltered.
- **Usability** – a record that can be located, retrieved, presented and interpreted.

¹ Metadata – data describing the content, context and structure of records to allow them to be linked to the business process from which they were created.

3.0 ARRANGING RECORDS (CLASSIFICATION)

The Service recommends that all MAWWFRS records (paper and electronic) be filed using an arrangement based on Business Unit functions rather than by organisational structure of subject.

Arranging records in a functional filing system ensures that the business context of records is clearly identifiable. It becomes much easier to exercise security, audit, efficiency-saving or other exercises if business records are filed in a way that mirrors the ways in which the organisation operates.

Linking records to their MAWWFRS context is a key requirement for good Records Management practice, and is an approach recommended by the relevant Code of Practice, and ISO.

Introducing functional filing system will make locating files far easier, cut down on duplication, and make it easier to destroy or review files, thereby helping to mitigate risks to the Authority.

"The higher the level of accountability and/or public scrutiny, the greater the need for accuracy and speed in locating individual records." ISO 15489.

Implementing a filing system for paper or electronic records that is based on a functional rather than subject-based approach will provide the following benefits:

- **Retention periods**, which apply to organisational functions, can be applied to a whole file, eliminating the need to weed through individual sheets of paper or documents within a file.

For example, a personal file may contain a job description, contract, timesheets, sickness absence details and disciplinary records, all of which have different retention periods.

- Subject based filing will lead to multiple copies of a single record being kept in different locations. Functional classification will reduce duplication of records.
- In an electronic record keeping system, security or permissions levels can be more easily assigned to folders representing organisational functions than arbitrary subjects.
- Once folders or documents representing a certain function reach their retention period, whole files can be destroyed. This is difficult with subject based filing.
- **Future proofing:** functional filing systems become resistant to change brought about by restrictions. Organisational structure may change but functions will usually not.

4.0 RETENTION PERIODS FOR RECORDS

4.1 Personnel Records Retention Schedule:

- A retention schedule is a list of records which need to be retained by the Service for a designated period of time. The Retention Schedule shows the title of each record, a time period for which records are to be retained, and identified the reason (legislative, regulatory and / or operational) on which retention is based.
- The existence of this Retention Schedule is a requirement of Mid and West Wales Fire and Rescue Services' Records Management Procedure.
- The Retention Schedule provides consistent instructions for all employees who deal with records, and a formal procedure for records retention and disposal. It is not, however, immutable and divergences from the schedule may be appropriate in certain circumstances, so long as liaison is made with the Head of Human Resources.
- Official guidelines on the retention of records used by the Human Resources department can be found in the Services' Records Retention Schedules Personnel Records, available on the @ Work site.

4.2 Retention Schedules and the Freedom of Information Act 2000

- The Freedom of Information Act 2000 is intended to promote a culture of openness and accountability amongst public authorities by providing people with rights of access to records held by Mid and West Wales Fire and Rescue Service.
- The Service must comply with requests for the information that it holds unless an exemption from disclosure applies. The Service will normally have a maximum of twenty working days to respond to the request, however there are circumstances when this time limit can be extended.
- The Lord Chancellor has also issued a Code of Practice under Section 46 of the Freedom of Information Act, setting out his views on desirable practice for keeping, management and disposal of public authority records. The Code of Practice includes a requirement to develop and apply Records Retention Schedules.

Assessing the Impact of Change

3.0 Measuring the Effectiveness of Change

To establish whether the change has been successful, organisations can assess the outcome against their set objectives to determine whether any further changes are required. Prosci (2020) suggests that change management can be assessed from three different perspectives: organisational performance, individual performance, and change management performance.

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

3.1 Key Performance Indicators (KPI's)

KPI.org (2021) define KPI's as *"critical (key) indicators of progress toward an intended result"*. KPI's allowed for decisions to be made throughout the change process, looking at strategic and operational improvements. One of the objectives for the realignment of responsibility, was to allow the HR function to provide a proactive HR service, rather than being reactive to situations. KPI's are recorded monthly to provide an overall annual review on the areas within HR (EV23). This allowed for analysis and comparisons to be made to ensure that the new process has benefited the HR function.

3.2 Stakeholder Feedback

Creating a Microsoft Teams page for all stakeholders, provided a virtual platform in which stakeholders could provide comments and feedback on the process, and offer views on how the process could be improved. Following on from these comments, a survey was issued to all stakeholders involved in the recruitment process to gauge and formulate conclusions.

The University of Kent (2020) agree with this, suggesting that Stakeholder feedback *"involves you receiving feedback from people whose view are considered helpful and relevant ... from clients, customers or stakeholders"*.

During our fortnightly meetings, included in the agenda was time that allowed and encouraged stakeholders to participate in providing feedback, which over time, provided a range of responses. Should any issues arise, all were encouraged to provide suggestions to overcome such issues. By promoting this, further consideration was given to the current processes being undertaken, whilst determining whether a different approach would be beneficial.

Those who the change has impacted upon, were encouraged to respond to the survey issued.

3.3 Analysis

The survey was issued to around 50 people, of which, we received 38 responses (EV25). Research suggests that the key to successful change is communication, 82% of respondents were either very

satisfied or satisfied with the levels of communication the Service issued during this change. 63% of respondents suggested that the new recruitment process has impacted on their levels of workload. This is something that will need to be monitored to ensure that individual morale remains high, and that sickness does not occur because of it.

Based on the responses received from the survey to those involved in the recruitment process along with the feedback from Stakeholders throughout the process, the consensus to change was positive, with respondents feeling that the change was necessary and will be beneficial moving forward. Trade Unions commented on how they have received no negative feedback from the changes.

KPI figures suggested that the new changes to the recruitment process, have allowed for a more efficient recruitment process, with applications being processed within 2-3 months, rather than 4-6 months. From general office observations, processes appear to be running more smoothly, there has been a decrease in sickness absence, and an increase in employee morale.

3.4 Communicating Outcomes to Stakeholders

The results from the survey, along with the KPI analysis for the relevant months, were presented by the Head of Human Resources to the Executive Leadership Team at their quarterly meetings.

Results from such survey were also published on the Microsoft Teams page created, and Service's internal website for all to access.

Due to the pandemic and the need to rush through the process so recruitment could continue through such time, I recommended that a meeting was held with all stakeholders to ensure that they were all happy with the realignment of recruitment activities, and to provide an opportunity for questions and answers. It was important to emphasise the challenges that come with working from home, and that the necessary support and guidance would be available, when needed. This is something that appears to have diminished since the devolvement of office working.

3.5 Evaluating Performance

My role as a HR Assistant at Mid and West Wales Fire and Rescue Service is primarily focused around the recruitment of On-Call Firefighter into the Service. Part of my Independent Development Review (IDR) with my line manager, highlighted concerns raised regarding the specialism of the role I am carrying out, which become particularly apparent when planning, implementing, and supporting change management initiatives.

According to Morgan (2015), MAWWFRS operates a traditional hierarchy structure with differing levels, whereby decisions are made at the highest level and transpired down to lower levels. I was able to provide the necessary information to Senior Management upon request, whilst also administering and monitoring submitted application forms (EV26).

In line with the 2013 CIPD Profession Map (2020a), for my role, I should be working at Band 1 or 2, however at present, I feel that this is not the case in many of the professional areas due to the narrowness of my current role, therefore I am going to request further support for development in this area to enable my assistance in other change initiatives at a later date (EV27).

Reference List

CIPD (2019) *People Analytics*. Available at:

<https://www.cipd.co.uk/knowledge/strategy/analytics/factsheet#15763> (Accessed: 09 February 2021)

KPI.org (2021) *What is a Key Performance Indicator?*. Available at: <https://kpi.org/KPI-Basics>

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Prosci (2020) *Metrics for Measuring Change Management*. Available at:

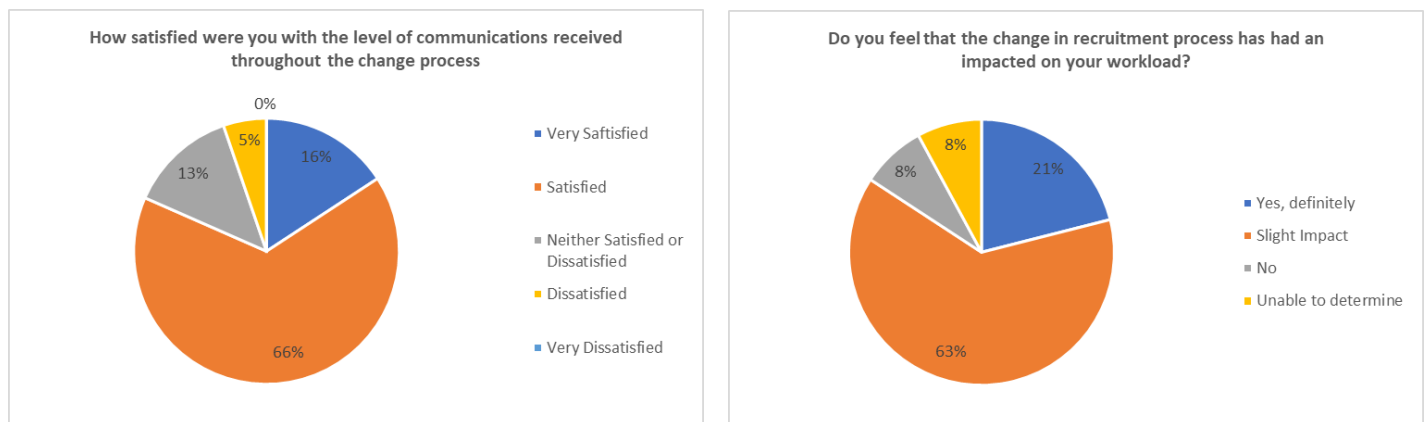
<https://www.prosci.com/resources/articles/measuring-change-management-effectiveness-with-metrics> (Accessed: 21 December 2020)

University of Kent (2020) 'Stakeholder Feedback'. *Reflect, Plan, Develop: Making Connections/Reflect*. [Online] Available at: <https://www.kent.ac.uk/human-resources/rpd/reflect/Stakeholder%20Feedback.pdf>

(Accessed: 09 February 2021)

Evidence – LO3

EV25



On comparison to the previous recruitment process, what do you feel are the benefits of the changes made?

- By SLO's carrying out the interview process, we get a better understanding of the candidate and what they would be like to manage. These individuals need to fit in on Station and managed effectively by the WM in the first instance, and us.
- More responsibility and ownership by County Command - at the end of the day, they will be out responsibility
- Less interaction and reliability on HR
- Testing sessions are shorter - candidates are not waiting around for ages waiting to complete elements

EV26

Reference	Station	Command	Hours Suitable	Title	Name	Surname	Comments
M66/01/2021	Tumble	Carmarthenshire	Y	Mr	Daniel	Balini	Attending POEST - January 2021
M66/01/2018	Tumble	Carmarthenshire	Y	Mr	Glyn	Jones	Chased hours - 17/04/2019
M66/02/2018	Tumble	Carmarthenshire	N - App on hold - 03/09/2018 - Review 03/12/2018	Mr	Aled Vjn	Evans	Chased hours - 17/04/2019
M66/02/2020	Tumble	Carmarthenshire	Outstanding - 21/02/2020	Miss	Meleri Haf	Owen	
M66/03/2020	Tumble	Carmarthenshire	Y	Mr	Jamie Lee	Thomas	Needs Testing Date
M66/04/2020	Tumble	Carmarthenshire	Y	Mr	Aled Vjn	Evans	Attending POEST - February 2021
M66/05/2020	Tumble	Carmarthenshire	Y	Mr	Gareth Andrew	Davies	Attending POEST - February 2021
M66/04/2018	Tumble	Carmarthenshire	Outstanding - 12/10/2018	Mr	Sion Mjrdin	Williams	Chased hours - 17/04/2019
M67/01/2021	Newcastle Emlyn	Carmarthenshire	Y	Miss	Cerian	Jones	Attending POEST - March 2021
M67/02/2020	Newcastle Emlyn	Carmarthenshire	Y	Mr	George Alexander	Chadty	POEST - September 2020
M67/03/2019	Newcastle Emlyn	Carmarthenshire	Y	Mr	Derren	Bland	Awaiting Contact by 19 January 2021 - Further medical info required 05/01/2021
M67/04/2020	Newcastle Emlyn	Carmarthenshire	Y	Mr	Rhodri Owen	Phillips	Attending POEST - January 2021
M68/04/2019	Llandysul	Carmarthenshire	Outstanding - 01/04/2019	Mr	Mark Stuart	Evans	Advised no vacancies - 01/04/2019
M69/01/2020	Llandello	Carmarthenshire	Awaiting Approval - 07/01/2020	Mr	Matthew	Jacobs	
M69/02/2020	Llandello	Carmarthenshire	Y	Mr	Joshua	Hall	Attending POEST - May 2021
M69/03/2019	Llandello	Carmarthenshire	Outstanding - 14/10/2019	Mr	Kassim Shahasi	Shehe	
M7/01/2021	Whitland	Carmarthenshire	Outstanding - 28/01/2021	Miss	Ceulyn Medi	Davies	
M7/02/2020	Whitland	Carmarthenshire	Hours Unsuitable - Review 26/06/2020	Mr	Stephen Mark	Bouwer	

EV27

Following on from the recent changes to the On-Call recruitment process, Rachel's contribution was a great help. As the first point of contact for On-Call recruitment over the past three years, Rachel's knowledge of the process and relationships with other departments was clear when trying to implement such changes.

Rachel was able to arrange meetings with all stakeholders at times that suited everybody, create agendas and subsequent minutes from the meeting, uploading these to the Microsoft Teams channel. She also played a big part in planning for the change, assisting with the development of the Change Plan, Communications Plan and Gantt Chart, all of which I believe she has learnt as part of her CIPD studies.

This has been a good starting point in Rachel's development. As her role is very specific to recruitment, I have agreed to allow the opportunity to further develop her knowledge and skills by shadowing colleagues. It has also been agreed that should any courses come up soon that would benefit Rachel, this is also something that we will consider.



K Fairhurst
Human Resources Manager