

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

Contributing to Improving Organisational Performance

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

LO1: Be able to provide information on performance management activity within an organisation.

Word Count: 1,092

LO2: Be able to support line managers to deliver performance management activities within the organisation.

Word Count: 1,030

LO3: Be able to assess the impact of performance management activities on organisational performance and make recommendations for enhancement.

Word Count: 1,058

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

Signed: S D Tillman

Date: 05 September 2020

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CIPD Evidence Matrix

EV17Candidate name: Sarah Tillman				CIPD Membership No: 55478686			
Qualification title: CIPD Diploma in Applied Human Resources				Unique Learner No. (ULN):			
Unit code	Unit title	Assessment criteria no.	Evidence description	Evidence reference number	Assessor initials	I/V initials if sampled	
5A/OP	Contributing to Improving Organisational Performance	1.1	MAWWFRS Summary of Procedures	EV1			
		1.1	MAWWFRS HR Procedural Guidance Document HR 6.7, Induction Procedure	EV2			
		1.1	MAWWFRS HR Procedural Guidance Document HR 6.8, Probationary Period Procedure – Support Staff employees	EV3			
		1.1	Individual Development Review – IDR	EV4			
		1.1	Managing On-Call Attendance – Flowchart	EV5			
		1.1	Organisational Structure	EV6			
		1.3	Email evidence – Probationary Period	EV7			
		1.3	Email evidence – BA Referrals	EV8			
		2.2	Email evidence – Technical Advice	EV9			
		2.2	Training for Line Managers under the HR Transformation	EV10			
		2.2	Sick Absence Monitoring Procedure PowerPoint Presentation	EV11			
		2.2	Grievance Procedure Training PowerPoint	EV12			
		2.3	Performance Issue	EV13			
		3.1	MAWWFRS Procedural Guidance – Individual Development Review	EV14			
		3.1	MAWWFRS Probation Period Review Reports	EV15			
		3.1	Organisational Development Pathways	EV16			
		3.1	Email – Employment Relations Update 14-2020-Exit Interview Procedure	EV17			

	3.1	Email – Occupational Health Service Survey – Employee	EV18	
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:		<i>S. TUM</i>		Date: 07-09-20

Notes on candidate evidence matrices

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

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

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

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

To Provide Information on Performance Management Activities

1.0 Introduction

ACAS define performance management (PM) as "the arrangements that employers use to maintain, and improve the performance of their workforce so that the organisation achieves its goals" (Performance management, Acas, n.d.)

PM is critical to an organisation as it effectively aligns their employees, resources and systems to meet the strategic objectives through informal and formal processes.

PM is achieved by implementing policies and processes which will provide an organisation with the appropriate competency framework to manage the performance of an employee against. CIPD advise that when done well, this can "*increase clarity around performance expectations and establish a clear link between individual and organisational performance*" (Competence and competency frameworks, 2020).

1.1 Mid and West Wales Fire and Rescue Service (MAWWFRS)

EV1 sets out MAWWFRS procedures which provides guidance on the approach used to managing its employees.

1.1.1 Techniques

The techniques used within MAWWFRS to manage the performance of an employee include:

1.1.2 Induction

EV2 shows the induction process is planned and sets out the programme along with who is responsible for undertaking each element.

This coincides with Acas who stipulate "a planned induction programme is the best means to harness the incomer's excitement and eagerness to impress" (What should be on your induction programme for new recruits? Acas, 2016).

The procedure also clarifies what MAWWFRS expect from an employee. For example, by ensuring they are made fully aware of their job responsibilities, the expected standards and expectations of performance within their new role and setting targets from the offset.

A checklist is provided to ensure all employees are provided with the same information. This list can prove crucial later in employment should any discrepancies arise.

The key areas included within MAWWFRS induction are also recommended by CIPD:

- Pre-employment
- Health and Safety
- Facilities and IT
- Organisation Information
- Culture and values
- Benefits and policies
- Role-specific information
- Learning and development (Induction, Factsheets, CIPD, 2019).

1.1.3 Probation Period

An employee is required to work a probationary period, during which time they are required to demonstrate, following the necessary training and assistance, the ability to perform all aspects of their role to a satisfactory standard. An action plan and monthly reports are attached for line managers to complete shown in EV3.

The probation period provides support to the employee and employer in the period of development and assessment. It requires SMART objectives, together with a training or development plan for each probation meeting to assist the employee in achieving their desired goals. Setting SMART objectives is key as it helps to maximise employee effectiveness; *“Objectives set out what a business is trying to achieve, inadequately formulated objectives could guide an individual, a team or an organisation in the wrong direction”* (Setting SMART Objectives Checklist 231, 2011).

1.1.4 Individual Development Review (IDR)

MAWWFRS undertakes a formal IDR annually which is summarised on EV4. This is a two-way process as the employee and employer analyse past job performance over the previous twelve months, but also look forward twelve months with a view to improving future performance.

This method achieves the soul purpose of an appraisal as per Xpert HR Guidance: -

“The main purpose of an appraisal scheme should be to assist employees to improve their performance. This will be of benefit to both employees and the organisation” (Macdonald, 2020).

1.1.5 Managing On-Call Attendance

MAWWFRS is predominately made up of On Call Firefighters so guidance has been produced for the appropriate officers within the Command structure for managing On Call employees as set out in EV5.

Instances occur where individuals regularly fail to attend a call when alerted or do not attend a drill night; both of which are contractual obligations.

The flowchart provides guidance, the necessary tools required for evidencing discussions held during meetings and stipulates the consequences should the problem persist.

Evidence may prove crucial in the event a formal investigation is undertaken which could lead to disciplinary action. Best practice indicates that "documentation about an employee's performance will allow you to discipline, terminate, or fairly promote, reward, and recognise employees. Without documentation, making a case for any of these actions is difficult and potentially risky for the employer" (Heathfield, 2020).

1.1.6 Roles and Responsibilities within MAWWFRS

MAWWFRS is made up of three directorates; Resources, Delivery and Operational Support and Improvement. The structure establishes a clear form of operations through these directorates, so employees understand their responsibility and tasks in alignment with accomplishing the Service's objectives. The structure of MAWWFRS along with HR's area of responsibility is set out at EV6.

The roles of participants involved in the PM process are:

- HR Department: design and implement policies / procedures and ensure they are continually reviewed and updated in line with current legislation.
- HR Advisor: Will assist with recruiting, supporting, training and providing advice to staff members as and when required.
- Line Managers: Will implement and enact the HR policies. They will also undertake performance reviews with employees, provide feedback and identify training requirements throughout their employment with the Service.
- Trade Union: Protect the welfare of members.
- Employee: Will work towards achieving their individual goals which will assist MAWWFRS achieve their objectives.

1.2 Key Sources of Information

MAWWFRS rely on external information sources including legislative, when forming procedures, some of which include: -

- The Employment Rights Act 1996: This stipulates five fair reasons for dismissal and conveys how an employer has a fair reason to do so. MAWWFRS are required to

follow such guidance as failure to do so could result in an employee making a claim for unfair dismissal and potentially ruin MAWWFRS reputation.

- **Equality Act 2010:** This Act makes it unlawful to discriminate directly or indirectly in recruitment or employment because of any protected characteristics. It prevents discrimination and is accessible to all. MAWWFRS will avoid unlawful discrimination in all aspects of employment and adopt these principles within their procedures.
- **General Data Protection Regulation (GDPR) 2018:** This provides guidance on recording and storing documents in accordance with GDPR principles. The Service has a corporate responsibility to maintain records and record-keeping systems in accordance with the regulatory framework. Therefore, the Service is required to use appropriate guidance for good records management practice to ensure the Service's statutory obligations are met including those under the Local Government Act 1972, Data Protection Act and the Freedom of Information Act 2000.

1.3 Evidence of PM

Please see the attached EV7 and EV8 showing how I have provided advice to senior members of staff regarding PM.

Bibliography

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2020. *Competence and Competency Frameworks*. [PDF] United Kingdom: CIPD. Available at: <<https://www.cipd.co.uk/knowledge/fundamentals/people/performance/competency-factsheet>> [Accessed 29 August 2020].

2011. *Setting SMART Objectives Checklist 231*. [PDF] CMI. Available at: <https://www.managers.org.uk/~media/Files/Checklists/CHK-231-Setting_Smart_Objectives.pdf> [Accessed 30 August 2020].



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Mid and West Wales
Fire and Rescue Service

Summary of Procedures

HR 6.1 Recruitment Selection Pre-employment Checks Procedure

HR 6.10 Transfer and Promotion Procedure

HR 6.11 Leave Procedure

HR 6.12 Sickness and Absence Monitoring Procedure

HR 6.13 Restricted Duties Procedure

HR 6.14 Work and Family Procedure

HR 6.15 Flexible Working Procedure

HR 6.16 Flexible Working Hours Procedure

HR 6.17 Home Remote Agile Working Procedure

HR 6.18 Secondary Employment Business Interests and Voluntary Work Procedure

HR 6.19- Discipline Procedure

HR 6.20 Discipline Procedure – CFO

HR 6.21 Discipline Procedure Brigade Managers

HR 6.23- Capability Procedure

HR 6.24 Health and Fitness Procedure

HR 6.25 Grievance Resolution Procedure

HR 6.26 CCTV Digital Imaging Equipment Procedure

HR 6.27 Re-Employment of Retired Firefighters Procedure

HR 6.28 Employment beyond normal retirement age

HR 6.29 Attendance at work during inclement weather Procedure

HR 6.30 On Call providing cover at more than one Station Procedure

HR 6.31 Bank Crewing System Procedure



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HR 6.32 Managing On-call Attendance Procedure

HR 6.33 Religious Observance Procedures

HR 6.34 Exit Interviews Procedure

HR 6.35 Incentives for Employers releasing On-Call Staff Procedure

HR 6.36- Dignity at Work Procedure

HR 6.37- Equality Procedure

HR 6.38 Anti-Harrassment and Bullying Procedure

HR 6.39 Records Management Procedure

HR 6.40 Data Protection Procedure

HR 6.41 Personal Records Procedure

HR 6.42 General Appearance Procedure Operational Employees

HR 6.43 Aids to Vision

HR 6.44 Means of Identification Procedure

HR 6.45 Trade Union Negotiation and Consultation Procedure

HR 6.46 Protected Disclosure / Whistleblowing Procedure

HR 6.47 Travelling and Subsistence Procedure

HR 6.48 Detachment Procedure

HR 6.49 Service Recognition Procedure

HR 6.51 Service Investigation Procedures

HR 6.52 Procedure for the payment of professional fees

HR 6.53 Military Reservists Procedure

HR 6.54 General Administrative Arrangements Procedure

HR 6.55 Service Filing Procedure

HR 6.56 Use of Service Meeting Rooms Procedure

HR 6.57 Firefighter Pension Scheme Pays Procedure



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HR 6.7 Induction Procedure

HR 6.8 Probationary Period Review Procedure

HR 6.9 Menopause Procedure

HR 6.91 Gender Identity Procedure

Finance – 11.9 Anti-Fraud Procedure

Finance – 11.8 Anti- Corruption Procedure

Health and Safety 5.01, Health, Safety and Welfare Procedure

Health and Safety 5.7 – Smoking and Health Procedure

Please be aware that a full list of Policies and Procedures are available to view on the @Work site.



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

HR 6.7, Induction Procedure

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

Contents

- 1.0 PROCEDURAL CONSIDERATIONS
ASPECTS OF INDUCTION PROCESS AND ROLES
- 2.0 INDUCTION CHECK-LIST AND RESPONSIBILITIES
- 3.0 RESPONSIBILITY FOR ARRANGING INDUCTION PROGRAMMES
- 4.0 AGENCY WORKERS, INWARD SECONDMENTS AND WORK EXPERIENCE
- 5.0 REVIEW OF PROCEDURE

- APPENDIX A** FORM P5(A) INDUCTION FORM (HUMAN RESOURCES)
- APPENDIX B** FORM P5(B) INDUCTION FORM (EQUALITY & DIVERSITY)
- APPENDIX C** FORM P5(C) INDUCTION FORM (LINE MANAGER/HEAD OF DEPARTMENT)

Document Information

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Date Last Amended	June 2018
Date of Next Review	March 2017
Approval Details	Director of Resources

1.0 PROCEDURAL CONSIDERATIONS

The term 'induction' is generally used within the workplace to describe the process whereby employees adjust or acclimatise to their jobs and working environment, following commencement.

Starting employment within a new job can be demanding and often stressful, and apart from the obvious challenge of tackling new tasks, there is also the need to become accustomed to a new organisation, a new environment and new colleagues. The purpose of induction is to support new employees during this period and to assist them in becoming fully integrated into the organisation as quickly as possible.

The advantages of an effective and systematic induction process are as follows:

- To enable new employees to settle into the organisation quickly and become productive and efficient members of staff within the shortest period of time possible.
- To ensure that new entrants are highly motivated and that this motivation is reinforced.
- To assist in reducing employee turnover, lateness, absenteeism and general poor performance.
- To ensure that new employees are provided with all the information they require regarding the organisation as soon as possible.
- Managing the expectations of the new employee from the outset, and ensuring a good understanding of the employer/employee relationship from the commencement of employment.
- To ensure that all necessary employment checks and 'start-up' procedures are carried out as soon as possible.
- To ensure that the new employee gains an understanding of the culture and values of the organisation.
- To ensure that new employees operate in a safe working environment.
- To assist in reducing costs associated with repeated recruitment, training and lost production.

2.0 ASPECTS OF INDUCTION PROCESS AND ROLES

There are various aspects to the induction process, which are best undertaken by the most suitable manager or departmental representative, as follows:

- **Human Resources representative** – introduction to terms and conditions of employment, complete employment checks and assist in completing necessary paperwork for personal record/payroll files, whilst also providing an overview of key Service policies and procedures (Should be carried out during first day of employment, wherever possible). This is applicable to all new employees.
- **Health and Safety representative** – introduction to Health and Safety legislation e.g. Manual Handling / Display Screen Regulations, and Service specific Health and Safety policies and procedures. (Should always be carried out during first day of employment, in the interests of reducing risk to the employee and also the Service). This is applicable to all new employees. Full details of the Health and Safety induction process is included within the **Induction of New Employees Procedure** on the @ Work website.
- **Equality & Diversity HR representative** – introduction to the Service's policies on Equal Opportunities, Dignity at Work and Anti Harassment & Bullying, with a view to managing expectations with regards to expected behavior, and the Service's culture and values. (Should be carried out during first day of employment, in the interests of reducing risk to the employee and also the Service). This is applicable to all new employees.
- **Training Delivery representative** – issue of Corporate Wear and Personal Protective clothing and equipment. Safety briefing with specific regard to the applicable initial training course. General overview of the Service and reporting structure, and initial driver assessments. (Should always be carried out during first day of employment, in the interests of reducing risk to employee and also the Service). This is applicable to only Wholetime Duty System, and Retained Duty System Firefighters.
- **Line Manager/Head of Department** – Prepare for arrival of new employee, with regards to desk space, IT logins/passwords, office equipment etc. Introduction to the Department and working practices, to the role with regards to performance expectations and expected outcomes. Objectives should also be agreed with regards to the probationary process, and an informal introduction to colleagues should be made in order to provide a suitable welcome.
- **Designated colleague/'buddy'** – Provide answers to informal but important everyday questions with regards to canteen facilities for example, further introductions to work colleagues, provide an escorted tour of the department, building and site etc. This process can also be beneficial and an opportunity to the colleague who acts as guide and mentor.

3.0 INDUCTION CHECK-LIST AND RESPONSIBILITIES

It is very important that a check-list is retained of all aspects of the induction training provided to new employees, in order that the list can be scrutinised at a future date, confirming that the appropriate guidance and information has been provided, and the required processes have been undertaken. This checklist can be a vital source of reference later in employment – for example to check an employee has been briefed on policies and procedures, or to produce evidence of training in the event of a health and safety inspection for example.

Forms **P5(a)**, **P5(b)** and **P5(c)** (see **Appendices A, B and C**) record this information with regards to Human Resources', Equality and Diversity and Line Manager/Head of Department input, however, it is also critical that appropriate records are retained with regards to the input of Training Delivery and Health and Safety.

The following table provides detail of the kind of issues dealt with as part of the induction process, and whom has responsibility for ensuring that all matters are accounted for, and recorded accordingly:

EMPLOYMENT CHECKS AND INFORMATION GATHERING (ALL EMPLOYEES)	
• Asylum & Immigration Checks (proof of eligibility to work in the UK) • Drivers and Tachograph Rules declaration form • Driving License category declaration form • Proof of National Insurance Number • Provision of P45 or completion of substitute form P46 • Completion of P26 Bank Details form for Payroll • Completion and return of Anti-Fraud and Corruption Procedure declaration form • Completion and return of appropriate Pensions forms • Completion of P25 Form of Commencement • Completion of P5(a) Induction Programme form (Human Resources) • Completion of Personal Details form • Completion of Personal Details (Supplementary) Pro-forma – Data gathering for Disability / Welsh Language statistical purposes	Human Resources

POLICIES & PROCEDURES (ALL EMPLOYEES)	
Provide overview of key Service policies and procedures to include: • Discipline/Grievance/Capability • Sickness and Absence Monitoring • Data Protection and Information Security • Work and Family • Smoking and Health • Welsh Language Scheme • Anti Fraud & Corruption	Human Resources

• Flexible Working Hours Scheme (where applicable) • Pension arrangements • 'Our Message'	
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SERVICE / REPORTING STRUCTURE (ALL EMPLOYEES)

Provide overview of organisational/reporting structure	Human Resources
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TERMS & CONDITIONS OF EMPLOYMENT (ALL EMPLOYEES)

Confirm terms and conditions of employment to include: • Review Statement of Employment Particulars and confirm acceptance. • Role/position and name of managers/supervisors • Brief overview of Job Description • Pay/salary, payment arrangements • Hours of work/duty system • Outline probationary period process • Leave arrangements • Notice periods • Representative Bodies information • Employee Handbook	Human Resources
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EQUALITY & DIVERSITY (ALL EMPLOYEES)

Provide overview of Service's stance, and policies and procedures: • Culture, values, and expected behaviors • Equal Opportunities Procedure • Dignity at Work Procedure • Anti-Harassment & Bullying Procedure • Equality Scheme/s • Completion of P5(b) Induction Programme form (Equality & Diversity)	Equality & Diversity Officer
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SERVICE INITIATIVES (ALL EMPLOYEES)

Provide overview of Service initiatives to include the following: • Firefighters Charity Prize Draw • Engagement Champions / Culture Change Programme • Welsh Language Classes • Occupational Health Services • Health & Well-being	Human Resources
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• Childcare Voucher Scheme • Cycle Scheme • Care First • Service Chaplains	
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INTRODUCTORY INTERVIEW (ALL EMPLOYEES)	
Provide formal introduction to the station or department, and colleagues. Hold relaxed introductory discussion / interview to include the following: • Overview of job description, role, and responsibilities and where this fits in to the overall objectives of the station / department and Service in general. • Hours of work. • Explain career development opportunities / procedures. • Set work objectives for initial 2 weeks. • Explain Personal Performance and Development Review process, and set date for first review. • Explain Probationary Period Procedure, and set main objectives / dates for appropriate period (See appropriate Probationary Period Review Procedure under the HR procedures page). • Complete P5(c) Induction Programme (Line Manager/Head of Department specific) form.	Line Manager / Head of Command or Department

DRIVING ASSESSMENTS WDS and RDS recruits and transferees will normally be assessed on their first day, and assessments for control room employees and support staff will usually be carried out as soon as possible after commencement, subject to the availability of the Driver Training Officers.	
Carry out driving assessment in order to confirm new employees' suitability for driving Service vehicles for work purposes.	Driver Training Officers

HEALTH & SAFETY (ALL EMPLOYEES)	
Provide full details of the Service's Health & Safety Policies and Procedures, together with the Chief Fire Officer's Statement of Intent in this regard.	Health & Safety Representative

WORKPLACE ARRANGEMENTS (ALL EMPLOYEES)	
Provide overview of station / department / campus arrangements, to include: • Station/Department specific arrangements (where not fully explained by Line Manager / Head of Command or Department). • Location of facilities / toilets etc. • Fire exits and procedures. • First Aid facilities. • Catering/Mess facilities and arrangements	Designated colleague/s

COURSE BRIEFING / KIT ISSUE (WDS AND RDS EMPLOYEES ONLY)	
Undertake initial welcome and introduction to the Service, together with briefings for the applicable course e.g. WDS/RDS initial recruits course, or External Transferee familiarisation course, as well as the following: • Issue of Corporate Work-wear. • Issue of PPE/Fire kit. • Arrange Driving assessments with Driver Training Officers.	Training Delivery Officers

N.B. – This is not an exhaustive check-list, and any other information which is considered to be helpful to a new employee within the Service, should be provided in order to assist with the induction process.

All forms and records relating to the induction process outlined above, should be forwarded to the Human Resources Department within 3 days of the employee's start date, for inclusion on the employee's personal record file.

4.0 RESPONSIBILITY FOR ARRANGING INDUCTION PROGRAMMES

Responsibility for the arrangement of the Induction Programmes for each respective employment type is as follows:

- **Support Staff employees** – Human Resources (in liaison with Equality & Diversity HR representative, Line Manager/Head of Department, Health & Safety).
- **Control Room employees** – Station Managers (Control) (in liaison with Human Resources, Equality & Diversity HR representative, Health & Safety).
- **Wholetime / Retained Duty System employees (Firefighters, either as New Recruits or External Transferees)** – Training Delivery Officers (in liaison with Human Resources, Equality & Diversity HR representative, Health & Safety).

- **Wholetime Duty System employees (Station Manager and above)** – Line Manager/Head of Department (in liaison with Human Resources, Equality & Diversity HR representative, Health & Safety).

5.0 AGENCY WORKERS, INWARD SECONDMENTS AND ADMINISTRATIVE WORK EXPERIENCE

The same basic principles apply with regards to induction for these groups (both physical and organisational) including Health and safety, and Equality and Diversity. The following will provide a general idea of what areas of induction apply:

EMPLOYMENT CHECKS AND INFORMATION GATHERING – Agency Workers and Inward Secondments, Personal Details form only. Work Experience, Personal Details collated via Administrative Work Experience Procedure forms during agreement of placement.

POLICIES & PROCEDURES – Agency Workers, Inward Secondments and Work Experience (Overview).

SERVICE / REPORTING STRUCTURE – Agency Workers, Inward Secondments and Work Experience.

TERMS AND CONDITIONS OF EMPLOYMENT – N/A.

EQUALITY & DIVERSITY – Agency Workers, Inward Secondments and Work Experience (Overview).

SERVICE INITIATIVES – N/A.

INTRODUCTORY INTERVIEW – Agency Workers, Inward Secondments and Work Experience (Other than Career development opportunities and PPDR process)

DRIVING ASSESSMENTS – Agency Workers, Inward Secondments (where permitted and required to drive Service vehicles as part of their duties).

HEALTH & SAFETY – Agency Workers, Inward Secondments and Work Experience.

WORKPLACE ARRANGEMENTS – Agency Workers, Inward Secondments and Work Experience.

COURSE BRIEFING / KIT ISSUE – N/A.

6.0 REVIEW OF PROCEDURE

This procedure shall be reviewed: -

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

APPENDIX A – P5a



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Canolbarth a Gorllewin Cymru

Mid and West Wales
Fire and Rescue Service

INDUCTION PROGRAMME (HUMAN RESOURCES)

Employees Name: _____

Service Number: _____

Work Location: _____

Start Date: _____

1)	Welcome to the Service	DATE	INDUCTED BY
a)	Structure of Organisation		
b)	Job Description/Responsibilities		

2)	Terms of Employment		
a)	Pay/Salary, Payment Arrangements		
b)	Hours of Work/Duty System		
c)	Probationary Period		
d)	Holidays - Entitlement, Method of Allocation, Authorisation		
e)	Arrangements for Special Leave		
f)	Notice		
g)	Representative Bodies		

3)	Sickness		
a)	Notification		
b)	Self-certification		
c)	Medical Certificate and Payment		
d)	Sickness monitoring		

4)	Obtain from Employee: (where applicable)		
a)	P45 and P15 Signed P46		
b)	National Insurance Number		
c)	Bank Details: Name, Address, Account Number and Sort Code.		
d)	Personal Details		
e)	P25 Form of Commencement		
f)	Drivers and Tachograph Rules Declaration Form		
g)	Driving License Category Declaration Form		
h)	Pension Opt-Out Form		

5)	Provide Employee with:		
a)	Organisation Handbook and Briefing on Contents (Support Staff)		
b)	Information Security Procedure		
c)	Dignity at Work Procedure		
d)	Leave Procedure		
e)	Equal Opportunities Procedure		
f)	Work and Family Procedure		
g)	Discipline Procedure		
h)	Grievance Resolution Procedures		
i)	Capability Procedure		
j)	Anti-Fraud and Corruption Procedure		
k)	Welsh Language Scheme		
l)	Pensions Guidance and Information		
m)	Service Initiatives		
n)	Fire Fighters Charity		

6)	Contract of Employment		
a)	Confirms Details		

7)	Welfare, Sporting and Benevolent Fund arrangements		
a)	Confirm Arrangements and Procedure		

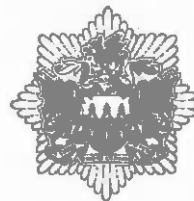
Human Resources Induction Supervised by: _____ Date: _____

Employee's Signature: _____ Date: _____

Please return to Human Resources Department for P.R. Filing.

APPENDIX B - P5b

INDUCTION PROGRAMME (EQUALITY & DIVERSITY MANAGER)



Gwasanaeth Tân Ac Achub
Canolbarth a Gorllewin Cymru

Mid and West Wales
Fire and Rescue Service

Employees Name: _____

Service Number: _____

Work Location: _____

Joined Organisation: _____

8)	Explain/Show employee:		
a)	Culture, Values, and Expected Behaviors		
b)	Equal Opportunities Procedure		
c)	Dignity at Work Procedure		
d)	Anti-Harassment & Bullying Procedure		
e)	Equality Scheme/s		

Equality & Diversity Induction Supervised by: _____ Date: _____

Employee's Signature: _____ Date: _____

Please return to Human Resources Department for P.R. Filing.

**INDUCTION PROGRAMME (LINE
MANAGER)**

Employees Name: _____

Service Number: _____

Work Location: _____

Joined Organisation: _____

9)	Explain/Show employee:		
a)	Location of Facilities/Toilets etc.		
b)	Fire Exits and Procedures.		
c)	First Aid Facilities.		

10)	Introductory Interview		
a)	Explain Career Development Opportunities/Procedures.		
b)	Set Work Objectives.		
c)	Explain Personal Performance and Development Review Scheme.		
d)	Set Probationary Period, Objectives and Target Dates.		

Work Place Induction and Inductory Interview Supervised by: _____

Date: _____

Employee's Signature: _____ Date: _____

Please return to Human Resources Department for P.R. Filing.

APPENDIX A

MID & WEST WALES FIRE AUTHORITY **PROBATIONARY PERIOD ACTION PLAN**

Surname	Forename/s	Department	Personal Record Number
Start date (this employment)	Job title	Date of Probationary Period Action Plan Meeting	

Planned Review Dates	Manager/Employee Objectives for Probationary Period	Action Date / By Whom	Completed? (to be assessed/dated by manager)
1 month			
2 month			
3 month			
4 month			
5 month			
6 month (Final Review)			

Manager's comments	Date	Signature
Employee's comments	Date	Signature

Probationary Period Action Plan Meeting Form

MID & WEST WALES FIRE AUTHORITY

PROBATIONARY PERIOD REVIEW (1 Month)

Surname	Forename/s	Department	Personal Record Number
Start date (this employment)	Job title	Date of review	

See Human Resources Procedural Guidance Document HR 6.8 – Probationary Period Procedure (Additional sheets may be attached where required)

General conduct / employment measures	Current position / comments Evidence + / - performance/conduct	Area(s) for development Specify area(s) of competence	Action required (to include allowable time period)
Overall attitude to work			
Overall attitude to colleagues			
Overall quality of work			
Time-keeping			
Sickness Absence			

APPENDIX B

File Specific Competencies Select from JD/PS	Current position / comments Evidence + / - performance/conduct	Area(s) for development Specify area(s) of competence	Action required (to include allowable time period)
Competence 1 State detail:			
Competence 2 State detail:			
Competence 3 State detail:			
Competence 4 State detail:			
Competence 5 State detail:			

APPENDIX B

Surname	Forename/s	Department	Personal Record Number

APPENDIX B

Role Specific Competencies Select from JD/PS	Current position / comments Evidence + / - performance/conduct	Area(s) for development Specify area(s) of competence	Action required (to include allowable time period)
Competence 6 State detail:			
Competence 7 State detail:			
Competence 8 State detail:			
Competence 9 State detail:			
Competence 10 State detail:			

APPENDIX B

Surname	Forename/s	Department	Personal Record Number

Name of manager/appraiser	Title	Date	Signature

Name of employee	Title	Date	Signature

Individual Development Review-IDR

What is an IDR ?

The Individual Development Review (IDR) is used as a review of the effectiveness of development activities and performance within the Service. Whilst development needs are addressed, primarily to ensure the continued safety of employees, the emphasis will always be on what positive steps can be taken to improve situations, identify and develop strengths and provide opportunity for all employees to reach their potential in their current and future roles.

The Service believes that IDRs are central to developing and supporting its employees, enabling them to make an effective contribution to the success of the Organisation. It is a positive process designed to assist people in ensuring that they have the right knowledge and skills in order to develop confidence and competence in their roles, and assisting with career progression when required.

What does the process involve ?

The process involves the employee filling out the relevant section relating to their reflections of the previous years development activities. It also enables them to identify potential areas of development activity. Once completed, the reviewing manager will consider their comments and make their own notes relating to the support of development sought, and performance over the previous 12 months. The process culminates in an IDR meeting where the two individuals concerned will discuss various aspects of support and development all of which will be documented.

Feedback on development sought will then be given to the employee and reviewing manager by the People Development department and a copy of the IDR document will be kept on the individual's file.

The process is designed to take place in May/June time although an IDR can be completed at any time throughout the year e.g. if a person goes into a new role in August and identifies in September development needs to fulfil the role.

What support is available ?

IDR Co-ordinator based in People Development

Station Liaison Officer

Useful links:

Bis: POD 02 95 – Individual Development Policy

Bis: Guidance notes for Managers

Bis: Guidance notes for Employees

APPENDIX A

Managing On Call Attendance - Flowchart

Stage 1

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

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

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

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

Stage 2

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

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

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

Stage 3

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

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

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



Operational Ranks





Human Resources: Area Responsibility

Employee Relations - Contractual correspondence, Bank / Building Society enquiries, Solicitor enquiries, Procedure formulation and implementation, Disciplinary and Grievance support to individuals and Management (Senior and Line), Guidance to Line Managers and interpretation of Procedures, Continual Professional Development, DBS checks, Starters and Leavers reports, Equality and Governance.

Establishment – Recruitment, Promotions, Transfers, Retirements and Resignations, Maintenance of Employee Personal Records, Pension administration, Audit Headcount, DBS checks (pre-employment), Provisional of statistical information relating to employment and development of people.

Occupational Health – Sickness Absence Monitoring, Referrals, Pre-Employment Screening, Health Education and Promotion, Health Monitoring, Counselling, Administration of LGV Licence provision, Management of Aids to Vision Scheme (Ophthalmic Technologies Limited),

Generalist HR – Management of Childcare Voucher Scheme (Sodexo), Administration of Cycle Scheme, Work Experience Placements, Provision of ID Cards, Provision of Business Cards, Provision of access control fobs, Long Service and Good Conduct Medals, HR Procurement, Time and Attendance management, Car Sacrifice Scheme.

Payroll

Processing of all financial transactions in relation to payroll, including starters, transfers, promotions, retirements, resignations, allowances, overtime, travel and subsistence, additional hours, pensions, sickness, maternity, paternity, adoption, salary sacrifice, statutory & voluntary deductions. Ensure accurate calculations and compliance with HMRC/Employment legislation and service procedures. Provision of financial information/guidance to employee's and managers. Correspondence and provision of financial/statistical information with Government agencies, Local Authority's, solicitors.

Subject: Re: Probationary Period

Sensitivity: Confidential

From: [REDACTED]
Sent: 27 August 2020 14:38
To: Tillman Sarah H.Q. <sd.tillman@mawwfire.gov.uk>
Cc: [REDACTED]
Subject: RE: Probationary Period

Hi Sarah

I've had a Teams meeting with [REDACTED] and two of the Line Managers for the [REDACTED]. We've had a discussion about reflecting within the probationary reports elements of work that have been achieved and reflecting an extended probation for elements that may need further practical delivery. Due to annual leave, it will be a couple of weeks before this work is complete, but the probationers will be kept verbally updated of progress. [REDACTED] will liaise with you when the process is complete so that letters can be sent to confirm this.
Thanks
[REDACTED]

From: Tillman Sarah H.Q. <sd.tillman@mawwfire.gov.uk>
Sent: 21 August 2020 16:09
To: [REDACTED]
Cc: [REDACTED]
Subject: RE: Probationary Period

Thanks [REDACTED]. As discussed, once [REDACTED] has discussed with the [REDACTED] what the [REDACTED] have been able to complete and what is outstanding we can put together a letter confirming perhaps they have completed the first 6 month probation period successfully however due to covid they haven't been able to fulfil their roles completely.

If [REDACTED] and the [REDACTED] have put plans in place for what the [REDACTED] roles may look like during the unlock i.e. online webinars etc. perhaps this is something we can evidence against and advise them of this in the letter.

Any queries, please let me know.

Kind regards

Cofion Cynnes / Kind Regards

Sarah Tillman

Swyddog HR - Pensiynau/ HR Officer - Pensions

Adran Adnoddau Dynol / Human Resources Department

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

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

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



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From: [REDACTED]

Sent: 17 August 2020 18:27

To: Tillman Sarah H.Q. <sd.tillman@mawwfire.gov.uk>; [REDACTED]

Cc: [REDACTED]

Subject: RE: Probationary Period

Hi Sarah

I've passed this on to [REDACTED]. We have got [REDACTED] members of staff who are doing the same role 2 permanent [REDACTED] and 1 temporary [REDACTED]. Although they undertake a range of [REDACTED] activities, the main aspect of their role is to deliver the [REDACTED] Programme. Even though they have been proactive in developing materials etc. the actual delivery of lessons has not been possible since March and we anticipate that the disruption to our routine delivery will continue when schools re-open in September. [REDACTED] are working on an online live streaming event, it wouldn't be the same as the physical delivery of the lesson, but we are mindful that a return to near normality may take some time, so perhaps this will go some way to evidencing their competency.

Is it reasonable to provide [REDACTED] letters to reflect that for tasks that are assessable their probation is complete but this would not be able to be fully signed off until a wider return to [REDACTED] delivery, or any other aspect of delivery currently not being undertaken is achieved. We would of course put arrangements in place to facilitate delivery even if this means bringing people out of their usual delivery area and delivering in a different command area.

Thanks

[REDACTED]

From: Tillman Sarah H.Q. <sd.tillman@mawwfire.gov.uk>

Sent: 17 August 2020 13:48

To: [REDACTED]

Cc: [REDACTED]

Subject: RE: Probationary Period

Good afternoon both

I was wondering if there was an update on the below? [REDACTED] has submitted the 6th probation period review [REDACTED] therefore just wondering if this now concludes [REDACTED] probation period or if it is to be extended as [REDACTED] hasn't been able to fulfil [REDACTED] role completely?

Cofion Cynnes / Kind Regards

Sarah Tillman

Swyddog HR - Pensiynau/ HR Officer - Pensions

Adran Adnoddau Dynol / Human Resources Department

From: Tillman Sarah H.Q.

Sent: 13 July 2020 16:04

To: [REDACTED]

Cc: [REDACTED]

Subject: Probationary Period

Good afternoon both

I am just following up on the probationary period for new starters [REDACTED]. Obviously, with Covid this has prohibited some new starters to be able to undertake their role completely.

In view of this, I just wanted to check whether the following have been able to fulfil their roles whilst working from home? I have seen a few of the probationary reports [REDACTED] and some do state that tasks [REDACTED] [REDACTED] have been suspended, therefore they are unable to achieve this.

[REDACTED]

In the event that they haven't been able to do their full role we will / can, if required, extend the probation for the duration of lockdown.

This will obviously need to be discussed with the individual and we will also need write to them to confirm (i.e. lockdown for 4 months, extend probation period for 4 months etc.).

Happy to discuss further if required.

Kind regards

Cofion Cynnes / Kind Regards

Sarah Tillman

Swyddog HR - Pensiynau/ HR Officer - Pensions

Adran Adnoddau Dynol / Human Resources Department

Subject: Re: Referrals

Sensitivity: Confidential

From: [REDACTED]
Sent: 27 February 2019 15:52
To: Tillman Sarah H.Q. <sd.tillman@mawwfire.gov.uk>
Subject: RE: [REDACTED] Referrals

Hi Sarah,

I have asked them to provide their availability for the evenings of the 19,20, 21st March. I would suggest we go for something like a 6pm meeting, none of these dates are on their drill night which I want to avoid to ensure a degree of privacy. Will these work for you?

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

From: Tillman Sarah H.Q.
Sent: 26 February 2019 13:24
To: [REDACTED]
Subject: RE: Referrals

Hi all

As this is a failed 2nd attempt [REDACTED], we need to arrange a meeting with [REDACTED], with both Commands Officers and HR present. We will need to confirm to them that this 3rd attempt is their final one and if they withdraw or fail to reach the required standard, this may lead to termination of their contract.

Can you confirm if there are any dates suitable for these meetings so I can arrange for someone to HR to attend?

We will then write to them to invite them to the meeting.

Any queries, please let me know.

Kind regards

Cofion Cynnes / Kind Regards

Sarah Tillman

Swyddog HR - Pensiynau/ HR Officer - Pensions

Adran Adnoddau Dynol / Human Resources Department

Allanol / External: 01267 242639

Estyniad Mewhol / Internal Extension: 5539

Ebost / Email: sd.tillman@tancgc.gov.uk / sd.tillman@mawwfire.gov.uk

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

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

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



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From: [REDACTED]

Sent: 25 February 2019 11:30

To: [REDACTED]

Cc: [REDACTED]

Tillman Sarah H.Q.

<sd.tillman@mawwfire.gov.uk>

Subject: RE: Referrals

Hi [REDACTED]

We are more than happy to accept [REDACTED] back on those courses, however this will be their 3rd and final attempt so we need to ensure that [REDACTED] are absolutely ready to attend. I can see that the Command have invested a significant amount of time [REDACTED], [REDACTED] undoubtedly benefit from more practical exercises prior to [REDACTED] return, with an emphasis on referencing and team communication.

There will be an in-depth development plan provided by the assessing instructor shortly which you can then incorporate in to your training events.

Regards

[REDACTED]

[REDACTED]



Support Line Managers to deliver Performance Management Activities within MAWWFRS

In MAWWFRS line managers have responsibility for managing their own teams within the organisation, and in turn, will feedback on the performance of their team to a higher level of senior management.

The responsibilities of the line manager include day to day people management, organisation, allocation of work, providing technical advice and guidance and ensuring HR policies are enacted appropriately.

2.1 Line Managers and HR

The relationship between line managers and HR has evolved over the last few years with responsibility for most activities being devolved towards line managers. As a result, line managers tend to rely heavily on HR to provide the necessary support, advice and guidance when required.

"People in management positions shouldn't be left unsupported. HR needs to guide and assist them to set them up for success" (White, 2019).

The support required by line managers in MAWWFRS from HR relating to PM activities include: -

2.1.1 Training and Development

Staff are continually transferred around the organisation and can automatically be transitioned to the role of a line manager with no prior experience. HR will facilitate the necessary key training and support to ensure they have the base knowledge and skills required to undertake their role successfully. Examples include discipline and grievance, sickness absence, health and safety or communication skills.

CIPD recognise the importance of training for line managers as they advise *"to deliver good people management, line managers themselves need to be managed within a strong, supportive framework to enable them to develop self-confidence and a robust sense of their own role in the organisation"* (Line Managers' Role in Supporting the People Profession, Factsheets, CIPD, 2019).

Nevertheless, line managers should also seek out 'best practice' or courses available that would enable them to excel in their roles; building a happy and productive workforce to ensure service delivery remains unaffected or implementing clear communication methods to build up a rapport with the team.

Courses such as the ILM are also available and will enhance their managerial skills:

"the ILM Awards in Leadership and Management are vocational qualifications designed to deliver the skills, knowledge and experience to enable your managers to perform their job well in the real world" (Blandford, 2020).

2.1.2 Conducting Performance Reviews

The HR department designs and implements performance appraisals and provides the line managers with the necessary tools to enable them to conduct the appraisal effectively.

2.1.3 Policies and Procedures

HR provides guidance to line managers, in line with current legislation, on the development / amendment or introduction of a policy or procedure within their department. The most common request within MAWWFRS is for 'flexible working' as an employee can make a statutory application for flexible working providing that they've worked continuously for the same employer for the last 26 weeks (Flexible working, 2020).

2.1.4 Technical Advice

Technical advice is provided regarding legislation and regulation within the field of employment law. For example, advice on the initial recruitment and selection process of Wholetime Firefighters to ensure that Positive Action is taken into consideration as this is deemed lawful under the Equality Act 2010. This refers to a variety of measures designed to counteract the effects of past discrimination.

During the preparation stage, I evaluate the advert with Senior Management prior to publication to ensure it incorporates positive action initiatives. MAWWFRS is committed to ensuring a diverse workforce by proactively seeking to attract groups that are under-represented in the Services workforce profile.

I also ensure line managers are made aware that all documentation received relating to applicants is stored in accordance with the Data Protection legislation.

The above is evidence under EV9.

2.2 Supporting Line Managers to deliver PM Activities

MAWWFRS has undergone transformation and adopted the 'Business Partnering' operating model. During the 'information gathering stage' it was identified that line managers felt training did not meet their requirements when they transferred into a managerial role.

I set out to look at what support I could provide which would develop line managers capabilities in performance management activities: -

2.2.1 Training Programme

This catered for new and existing line managers as set out in EV10. The primary purpose of this programme was to ensure that a consistent approach was used by line managers throughout the Service when dealing with performance management activities. It also set the responsibility levels alongside each element. The training was all in-house as it was easier to address specific organisational / capability requirements and all line managers were encouraged to attend and contribute to the session.

"Consistent feedback and coaching from managers lead directly to increased engagement from employees while developing the ability to provide good coaching and feedback leads to more skilled managers" (Performance Management: Best Practices and Examples [2020], 2020).

2.2.2 PowerPoint Presentations

I assisted with the creation of a PowerPoint presentation relating to 'Sickness Absence Monitoring Procedure' as set out in EV11 and the 'Discipline and Grievance Procedure' as set out in EV12. This outlined the main points of the procedures along with verbal examples being presented. The PowerPoint was presented by my line manager to relevant key personnel. This was also subsequently circulated to line managers to use as a reference point

2.3 Direct Assistance to a Line Manager

I have provided direct assistance to a line manager in respect of a performance issue as evidenced under EV13. An employee's performance and behaviour demonstrated within a role was not in line with the reasonable expectations of behaviour.

This advice I provided was in line with the procedural guidance which is readily available on the Service's intranet. Even though the guidance is self-explanatory, and clearly sets out the process to follow, line managers tend to lack confidence when dealing with any potential conflict which could perhaps be down to a lack of practical exposure. This can be quite frustrating for the HR department as it can be time-consuming and result in issues not being dealt with efficiently.

To prevent the over-reliance on HR I have suggested quarterly meetings with Commands to provide informal coaching and the potential of producing training videos to upload to the intranet so it can be accessed 24/7 by all personnel at their own convenience.

Bibliography

Blandford, Y., 2020. *How Does an ILM Qualification Equate to Other Professional Qualifications?* | *Impellus*. [online] Impellus. Available at: <<https://impellus.com/equating-an-ilm-qualification-to-other-qualifications/#:~:text=The%20ILM%20Awards%20in%20Leadership,well%20in%20the%20real%20world.>> [Accessed 1 September 2020].

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Subject: Re: Wholetime Firefighter Recruitment Campaign
Attachments: WDS Information Booklet 2019.docx; WDS Job Advert.doc

From: Tillman Sarah H.Q. <sd.tillman@mawwfire.gov.uk>

Sent: 03 July 2019 16:16

To: [REDACTED]

Subject: Wholetime Firefighter Recruitment Campaign

Afternoon,

Following on from our meeting earlier, I can confirm that the Advert does meet the measurements as stipulated under the Equality Act and you can now forward to [REDACTED] who will arrange the necessary awareness days with Commands prior to publication of the advert.

In addition to the above, due to the volume of applications the Service is likely to receive, I would like to remind you that all applications will be required to be treated in accordance with the Data Protection legislation and a link to MAWWFRS privacy notice should be easily accessible to both internal and external candidates so they are fully aware of how their data will be processed, the legal bases for processing and the period for which the data will be retained.

In the meantime, if I can be of any further assistance please let me know

Thanks

Sarah

From: Tillman Sarah H.Q. <sd.tillman@mawwfire.gov.uk>

Sent: 01 July 2019 11:00

To: [REDACTED]

Subject: Wholetime Firefighter Recruitment Campaign

Dear [REDACTED]

I have arranged a meeting for 03 July 2019 in Math and happy to discuss this with you.

Thanks

Sarah

Cofion Cynnes / Kind Regards

Sarah Tillman

Swyddog HR - Pensiynau/ HR Officer - Pensions

Adran Adnoddau Dynol / Human Resources Department

Allanol / External: 01267 242639

Estyniad Mewnol / Internal Extension: 5539

Ebost / Email: sd.tillman@tancgc.gov.uk / sd.tillman@mawwfire.gov.uk

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

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

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



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From: [REDACTED]

Sent: 01 July 2019 09:36

To: Tillman Sarah H.Q. <sd.tillman@mawwfire.gov.uk>;

Cc: [REDACTED]

Subject: Wholetime Firefighter Recruitment Campaign

Sarah

Please be advised that the Service will be undertaking another Wholetime Firefighter Recruitment Campaign in September, and a pre advert will be published on our external website as from Monday, 29th July until 04 September 2019.

Attached is a copy of the information pack, together with a the job advert.

In view of the above, I would be grateful if you check the advert and that it meets the requirements of the Service's Positive Action requirements.

Many thanks

[REDACTED]

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

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

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

Training for Line Managers under the HR Transformation

To support the HR Transformation, a suggested training programme is set out below to ensure a consistent approach by managers and setting responsibility levels.

The following goals outline the key directions for this: -

- To achieve a structured and systematic approach to Line Manager development, where the Service can describe the skills/capabilities/behaviours required of all its managers
- To be able to quantify the manager capability of the Service.
- To improve the delivery of the corporate plan by ensuring managers have the skills capabilities and behaviours to perform effectively in their roles and are motivated to deliver the key outcomes for the Service.
- To create a learning culture by putting in place a range of supporting approaches to learning and development, tools and processes which will be systematically deployed and regularly reviewed
- To set standards and systematically review progress towards excellence in the development and training of all managers, and evaluation of the impact in the workplace.

Existing Line Managers

The Service has some long-standing Line Managers who have progressed up the ranks and will have experienced several people issues in the course of their employment.

The Service has an 'ethos' that to be an effective firefighter, scenarios should regularly be practiced and trained for. This ethos should also be transferred to managerial skills. Although we hope that managers will never have to experience formal disciplinary/grievance/poor performance by their staff, they still need the skills and knowledge to deal with a situation in a timely and appropriate manner to stop it escalating.

The suggested training programme for existing Line Managers: -

Existing	Comments	Benefits
Strategy Day (1 per year – Dec or Jan)	The intention of this meeting is for each department to give an overview of their service and the challenges they are facing in the coming year and how 'managers' can support them with their aims/objectives. It can also include a 'motivational speaker' or hot topic.	1. Gives the background information on future changes, so managers can ask questions and help with communication. 2. Cross section working. 3. Opportunity to meet face to face with colleagues and understand their role.
Action learning sets (as the group decides or at least 2 a year)	A 'safe' environment to discuss topics and learn from each other.	Building professional relationships and sharing experiences which spreads 'best practice'

'Focus on' sessions (as required)	These will be held to highlight significant changes in the law or in response to an incident which highlights inconsistencies in approach by some Line Managers.	A chance to discuss and ensure a consistent approach or agreed new process/procedure
Employment Law updates (1 per year)	These will update Managers on current changes and highlight some employment tribunal cases.	Keeps managers updated and how important manager actions are on the outcome.
Managers - CPD (e.g. to attain 6 points during a year - 1 point for each of the above and 1.5 points for a specific topic shown below.	Keeps managers skills/knowledge relevant and updated. Each Manager will be expected to attend each topic at least once in every 3 years	Keeps managers updated and a consistent approach. It also gives a depth of experience to the workshops, so others can learn from their experience.

Newly appointed managers

The service is keen to develop existing staff, so there will be experienced operational staff promoted into managerial roles. The current selection process does have an element of 'testing' responses to people issues and candidates are expected to have a basic awareness of key policies i.e. disciplinary. Therefore, it is important that during the first 6 months, new managers are given a structured training programme to give them the skills and confidence to deal with a range of people situations or know where to go for support.

External Appointed Managers

Although some appointments may be experienced managers in other services or sectors, I would suggest that external managers are also put on the programme to ensure they are aware of the way the service deals with certain situations and to ensure a consistent approach.

The suggested training programme for newly promoted and external promoted managers: -

Newly Promoted and external appointment Line Managers	Comments	Benefits
Overview of information available to Line Managers and who/what/ where to find it. Including introduction from representatives of support services and Chief (held quarterly)	These will be held quarterly and has the benefit of someone settling into the operational side of the role before starting training.	An understanding of other sections of the Service and an opportunity to meet colleagues from other areas of the service. Opportunity to ask questions.
New role and responsibilities (what is expected - how is it different). Including talk from a senior manager explaining strategy.	Opportunity to set the scene and expectations of managers in the service.	Agreed standards

Communication (CPD 1.5)	In this digital age, there are many ways to communicate. This workshop will explore various methods of how a manager communicates with individuals/groups/senior managers in various situations including difficult conversations.	Awareness and standard process
IT Skills - Word, excel, outlook (CPD 1.5 points)	IT is an important tool for managers to access and communicate information. The digital platforms are constantly being updated with new features and upgrades.	The packages available to users are fully utilised and best practice is shared
Motivation (CPD 1.5)	Many employee surveys indicate that although money is important, it is not the only thing that motivates them in the workplace. This workshop will explore other motivational techniques that managers can use to motivate their staff and drive performance	Awareness and Standard process
Capability (CPD 1.5)	This workshop will highlight how managers can deal with poor performance related to capability in a timely way to resolve it or move it to the next stage.	Awareness and Standard Process
Disciplinary (CPD 1.5)	Although we would hope that many managers will never experience 'formal' procedures, we know that early intervention will resolve minor issues quickly. This workshop will highlight how managers can 'nip minor issues in the bud' or move it to the next stage.	Awareness and Standard Process
Absence Management	This workshop will deal with all forms of absence from annual leave and sick absence to compassionate leave	Awareness and Standard Process
Bullying & Harassment (CPD 1.5)	Many new managers are surprised to learn what could be constituted as 'bullying and harassment' under the law. This workshop will highlight the issues and give managers the tools to deal with incidents; support those who might be affected and the course of action to be taken.	Awareness and Standard Process
Family Friendly Policies (CPD 1.5)	To have a flexible workforce, it is becoming more important for companies and organisations to have family friendly policies. As a manager these policies help to support individuals and contain advice for managers dealing with different situations	Awareness and standard process
Probation (CPD 1.5)	Although there is no requirement in law to have a probation period, it is important to communicate to an individual if they are not meeting the criteria. This workshop looks at supporting an individual during the Services	Awareness and standard process

	Probation period and dealing with underperforming individuals effectively.	
Termination (CPD 1.5)	This workshop explores the various ways an employee's employment is terminated and the responses/actions to be undertaken by managers.	Awareness and standard process
Working Time (CPD 1.5)	The working time regulations are a complicated piece of legislation and it is important that managers understand the implications on the service and how they manage staff.	Awareness and standard process
Individual Development Review (Appraisal) (CPD 1.5)	IDR's are used to record achievements; improvements and objectives for the future. It can also be a useful tool for motivation and effective communication. This workshop will build on previous workshops to engage individuals in a common goal.	Awareness and standard process
How to manage your manager and build effective professional relationships across the service	This workshop will look at ways of building a professional relationship and understanding with senior managers and other key staff in the service. Focusing on communication; managing expectations and understanding personalities.	Building effective working
Time Management	New Managers can find the amount of information and demands on their time overwhelming. This workshop will provide 'tips' and tools to manage their time more effectively.	Building effective working
Change Management	Understanding change and the impact it can have on different groups. This workshop will	

Sickness & Absence Monitoring Procedure

1

2

Long-term sickness

This session focuses on how to manage long-term sickness absence effectively

Reviewing absence

- Long-term sickness absence is defined as absence of more than four weeks
- Manage absence proactively to facilitate employee's return to work
- Regularly review:
 - length of absence
 - employee's state of health
 - employee's readiness to return
 - whether or not you can facilitate employee's return

3

Reviewing absence

- Conduct a review in conjunction with HR, occupational health and employee
- Starting point: contact the employee as soon as you are aware the absence is likely to be long term
- As soon as aware absence will be long term (Over 20 days), refer employee to occupational health to assess:
 - effects of employee's condition
 - likely duration of condition
 - whether or not the Service could facilitate an employee's return with work place adjustments
- Review the report and consider further action

4

Keeping in touch

- Employee may feel isolated
- Let employee know that support is available
- Take positive steps to keep in touch with employee
- First step: contact the employee
 - Make clear your interest and concern about employee and support
 - Allows manager to keep up to date with situation and likelihood of return but not putting on pressure.
 - Obtain information for a medical referral to occupational health

5

Fit notes

- Fit note has replaced the previous sick note
- It states if the employee is "not fit for work" or "may be fit for work"
- Doctor can highlight one of four options to facilitate return:
 - 1. phased return 2. amended job duties 3. altered hours of work 4. workplace adaptations
- Employee does not need to return to doctor for formal confirmation if they are ready to return to work

6

Stages for Long Term Sickness

- Stage 1 – 28 days
 - Meeting to discuss occupational health report which would have been requested on or before 20 days; any medical advice to support a return to work.
 - Write to confirm outcome of meeting
- Stage 2 – every 2 months until stage 3 reached
 - Meeting to discuss current situation and advice to support a return to work
 - Write to confirm outcome of meetings
 - At 6 months talk to HR Advisor about a referral to FAP
- Stage 3 – when evidence suggests likely to exceed 12 months or not able to fully return to role.
 - Meeting to discuss medical reports
 - Decision on whether the Service can sustain the level of absence.

7

Dismissal on grounds of ill health – Stage 3

- There may be occasions when it is known that the absence is ongoing with no indication of a return to work or a medical report indicating that they will not be able to return to their current role. The Service will then need to consider if they can sustain the level of absence or alternative roles where appropriate.
- These cases are referred to the Fitness Advisory Panel for guidance.
- A medical report will normally indicate if medical retirement should be considered.
- Long-term sickness absence can be a fair reason for dismissal

8

Managing the employee's return to work

- Discuss the medical advice about employee's fitness to work
- Brief them on any changes, if been off for a long time e.g. change of staff so they know what they are walking into
- Identify steps that could help employee to return e.g. arrange for someone to meet them, consider their workloads/priorities for the first weeks.
- Employee may be anxious about returning, so make them feel comfortable
- Meet them in the morning of their return to complete the return to work process and answer any questions

9

Keeping records

- Keep records of all discussions with employees about their absences and ensure it is accurately recorded on the system
- Forward medical certificates to HR
- Forward copies of letters - meeting invites/outcomes etc to HR to be placed on their file
- Hold records confidentially
- Be aware of your duties under GDPR

10



11

What do I have to do now?

- Familiarise yourself with the new guidance and support documents on @work. There are also 'toolkits' for managers which include flow charts etc
- Hold formal meetings appropriate to the stage reached and comply with the timescales.
- Don't forget the administration for recording Sick absence welfare contact and return to work processes.
- If in doubt or you would like advice contact your Senior Management or HR Advisor for guidance

12

Grievance Resolution

1

A grievance procedure

- Where possible, deal with grievances informally
- Grievance procedure should include:
 - right to raise grievances formally
 - requirement to raise grievance with line manager at first, or alternative person if appropriate option to appeal decision
 - route of appeal to a more senior manager, where possible
 - timescales for dealing with various stages
 - requirement that appeal set out grounds for appeal
 - requirement to put outcome of grievance hearing in writing, provide a copy to employee and put a copy on file

2

Dealing with grievances

- View raising of a grievance as an opportunity to resolve a workplace problem
- Once you know the employee has a grievance, you can discuss with the employee, take on board their point of view and, if possible, provide a solution or part solution
- Positive attitude may facilitate satisfactory resolution
- Negative attitude likely to alienate employee and aggravate situation

3

Over to you...

What qualities and skills do you think managers need to handle grievances effectively?

- Ability to listen well
- Empathy
- There are many more but these are the most important

4

Importance of acting promptly

- Deal with grievances promptly
- Delay likely to make matters worse
- Employee may be experiencing stress
- Working relationships may be disrupted
- Grievance may have a negative impact on employee's performance

5

Stage - Informal

- You don't have to wait for someone to put their grievance in writing to deal with it informally. It is better to be proactive - if you see or hear something, act now to resolve it. Arrange a 'chat' about the situation
- try to have 'nip it in the bud' conversations to deal with the issue quickly
- mediate - some grievances are about either someone misunderstanding the situation or someone acting in a way that the outcome was not intended or a mistake. Sometimes all the manager needs to do is get the individuals to explain their actions, if appropriate - an apology and the matter is quickly resolved.
- However, the individual can still request the matter is dealt with formally

6

Stage - Formal

- Formal –
 - The Individual should put their grievance in writing within 3 months of the issue happening
 - Manager considers the information and obtains/investigates the issue
 - Invite to meeting – write to the individual inviting them to a meeting within 10 calendar days of receipt of the grievance letter.
 - Hold the formal meeting
 - When the manager has considered the information available. They make a decision and confirm it in writing

7

Grievance formal hearing

- Where employee has a grievance, arrange a hearing
- Aims of the hearing:
 - to give the employee opportunity to explain grievance
 - to seek to resolve the grievance to employee's satisfaction, if possible
- Right to be accompanied
- Listen to what the employee has to say
- Try to understand the grievance and how the employee thinks it should be resolved
- Following hearing, give grievance careful and thorough consideration before coming to any conclusions

8

Dos and don'ts

Do

- ✓ Make sure that there will be no interruptions
- ✓ Make the effort to put the employee at ease
- ✓ Allow the employee to explain their complaint
- ✓ Listen actively to what the employee has to say and take it on board
- ✓ Distinguish between facts and opinions
- ✓ Avoid emotional reactions such as anger or impatience

Don't

- ✗ Interrupt the employee unless this is necessary to keep the discussion on track
- ✗ React negatively, for example by expressing criticism or disapproval
- ✗ Adopt a judgmental attitude
- ✗ Allow any personal like or dislike of the employee to influence your responses
- ✗ Forget to summarise towards the end of the hearing in order to check understanding
- ✗ Make any decision about what to do about the grievance until all the facts have been aired and, if necessary, investigated or checked

9

Stage - Outcome

- Formal –
 - The grievance is upheld
 - The grievance is partly upheld
 - The grievance is not upheld

10

Other Considerations

- The Individual who has had a grievance raised against them
 - Disciplinary
 - Harassment/Bullying
 - Malicious act
 - Counter claims
 - Mediation

11

Stage - Appeal

- Appeal – the individual may appeal the decision and is required to put the reasons for their appeal in writing within 7 calendar days of receiving the written decision.
- The appeal will be heard usually by a Senior Manager.
- An appeal meeting is arranged to allow the Individual to explain their reasons for appeal.
- The decision is confirmed in writing within 7 calendar days of the appeal meeting
- The decision is final and completes the process.

12



13

What do I have to do now?



- Familiarise yourself with the Grievance Resolution Procedure on @work. There are also Manager toolkits, guidance on holding meetings, as well as guidance for the employee raising the grievance but also for anyone that may have a grievance raised against them
- Deal promptly with issues as they arise.
- Where possible deal with the Issue Informally ('nip it in the bud') and where it does go formal, arrange the 1st stage if you are not implicated in the grievance.
- If in doubt or you need to talk it over contact your Senior Management or HR Advisor for guidance

14

Subject: Re: Contractual Query

Sensitivity: Confidential

From: [REDACTED]
Sent: 10 April 2019 16:09
To: Tillman Sarah H.Q. <sd.tillman@mawwfire.gov.uk>
Subject: RE: [REDACTED]

Hi Sarah,

Just to let you know we've reviewed [REDACTED] notes and they are not as he has described. Both [REDACTED] acknowledge discussions have occurred, but in my opinion [REDACTED] notes do not demonstrate it.

As such I have spoken to [REDACTED] today and we discussed the main issues, and reconfirmed that the level of performance and behaviour being demonstrated are not in line with expectation.

[REDACTED] accepted this and explained [REDACTED] some personal issues earlier in the year which are now resolved, and [REDACTED] acknowledged discussions during [REDACTED] IDR addressing the performance issues.

I explained the situation surrounding the temporary status of [REDACTED] contract, and the options available to us moving forward.

Bearing in mind this is all dependant on the long term decision around the [REDACTED] structure [REDACTED] and [REDACTED] and the [REDACTED] chain of temp contracts around it.

- We can progress to formally managing the situation via the capability procedure to provide a structured framework and ensure we are aligned in terms of expectation. Dependant on the outcome of the above broader decision [REDACTED] contract could be extended for a three month period to provide the opportunity for us to support [REDACTED] in developing and improving performance against the issue areas. [REDACTED] development and ability to demonstrate satisfactory levels of performance and behaviour over in this timeframe would determine the outcome in accordance with the capability procedure/policy.
- [REDACTED] has previously indicated [REDACTED] would like to return to [REDACTED] substantive role, should [REDACTED] still wish to we can progress this

We will convene in around a week to allow [REDACTED] to consider the options available, and determine how we will proceed.

[REDACTED] will also meet early next week to ensure that we

- A. support [REDACTED] and,
- B. we are all on the same page and,
- C. the full context is established

I trust this is OK, I will update you once we have spoken once more.

Thanks,

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]
[REDACTED]

From: Tillman Sarah H.Q.

Sent: 03 April 2019 09:39

To: [REDACTED]

Subject: [REDACTED]

Hi [REDACTED]

Just to confirm following our discussion, I understand [REDACTED] has discussed the performance issues with [REDACTED] previously, therefore we may need copies of the notes moving forward. Also, if [REDACTED] does wish to return to substantive role as mentioned, we will need this in writing from [REDACTED].

If [REDACTED] wishes to stay in the role, then [REDACTED] performance will need to be managed on a more formal basis and this will need to be discussed with [REDACTED] so [REDACTED] is fully aware of the issues.

Any queries, please let me know.

Kind regards

Cofion Cynnes / Kind Regards

Sarah Tillman

Swyddog HR - Pensiynau/ HR Officer - Pensions

Adran Adnoddau Dynol / Human Resources Department

Allanol / External: 01267 242639

Estyniad Mewnol / Internal Extension: 5539

Ebost / Email: sd.tillman@tancgc.gov.uk / sd.tillman@mawwfire.gov.uk

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

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

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



From: [REDACTED]

Sent: 02 April 2019 09:21

To: Tillman Sarah H.Q. <sd.tillman@mawwfire.gov.uk>

Cc: [REDACTED]
[REDACTED]

[REDACTED]

Subject: RE: [REDACTED]

Of course, could I pop down now?

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

From: Tillman Sarah H.Q.

Sent: 02 April 2019 09:17

To: [REDACTED]

Cc: [REDACTED]

Subject: RE: [REDACTED]

Hi [REDACTED]

Apologies, I have been out of the office. Are you in to discuss this today?

Thanks

Sarah

From: [REDACTED]

Sent: 28 March 2019 10:15

To: Tillman Sarah H.Q. <sd.tillman@mawwfire.gov.uk>

Cc: [REDACTED]

Subject: [REDACTED]

Hi Sarah,

We need to progress some contractual issues [REDACTED]

[REDACTED] has been temporarily working as a [REDACTED], for some time individual performance has not been in line with the expectation of the role there have been consistent errors associated with work completed aside from other issues.

[REDACTED] has been aware for some time that performance is not in line with expectation, and that ultimately it will influence continuation within the role.

The timing is such now that [REDACTED] contract expires in May and we will be informing [REDACTED] that [REDACTED] will not be extended and that [REDACTED] will be returning to [REDACTED] substantive role.

There are a few things around this we need to be conscious of, but do not prevent us progressing with the course of action and recruitment of a replacement.

- The move will also have an impact on [REDACTED] currently working in [REDACTED] substantive role on a temporary basis, [REDACTED] will need to be informed of the decision shortly after [REDACTED] is informed
- We need to begin recruitment soon minimise capacity issues within [REDACTED], ideally a replacement would start slightly before [REDACTED] contract end date as there are existing staff shortages which are having an impact so I would strongly recommend we don't delay recruitment
- There is a chance the recruitment may not be fulfilled as a result of the temporary structure in [REDACTED] at the moment. Should [REDACTED] revert, [REDACTED] would revert and [REDACTED] be at full establishment, a decision around this will hopefully be made during May. My suggestion is that we proceed with the recruitment and interview process, should the current structure continue we proceed and fill the vacancy, should the temporary structure be dissolved and the responsibility for equipment maintenance and Stores reallocated we simply don't recruit.

What are your views on the above?

Many thanks,

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Assessment of the Impact of Performance Management (PM) Activities within MAWWFRS

As set out in EV14, MAWWFRS is committed to the development of all employees to help them reach their full potential and to ensure the public continue to receive the highest level of service delivery and professionalism.

3.1 Examples of MAWWFRS approach to PM activities include:

3.1.1 Induction

This process clearly provides support to employees from day one of employment and assists them with becoming fully integrated into the organisation as quickly as possible. This is evident as the induction provides new employees with information on our policies, practices and objectives so they are clear in terms of the organisations strategic goals and it provides clarity of their job responsibilities and expectations to enable them to perform their duties efficiently. A checklist is also provided to ensure all employees are provided with the same information to enable them to settle into the organisation as quickly as possible.

The above contributes to setting the foundation of good PM; *laying the groundwork for performance management is best done during the induction and training* (Performance Management: How to Start and What to Measure, Continuu Blog, 2018).

However, what MAWWFRS does not do is measure the effectiveness of the induction programme in terms of looking at how quickly the employee feels comfortable within their new role or how satisfied they were with the content of their induction.

3.1.2 Probation Period Reviews

During the probationary period of employment, monthly meetings take place with the line manager and employee to discuss their progress and identify areas for improvement to assist with achieving the organisations objectives. EV15 acts as the tool for the line manager to assess the performance of the individual against the competencies stated within their job description. MAWWFRS sets SMART objectives during each meeting which are aligned to the department's strategy, which in turn, contributes to MAWWFRS overall strategy.

This demonstrates the link between employee performance and organisational success; *"defining an employee's goal with an organisational KPI ensures that their daily activities are well aligned with the goals of the organisation"*. (Performance Management and KPIs: Linking Activities to Vision and Strategy, 2019).

3.1.3 IDR

An annual IDR is undertaken, which is used in conjunction with Organisational Development Pathways. This method identifies specific skill requirements, professional development opportunities and performance management processes as set out in EV16 by using performance metrics calculated through management information systems.

The employee self-evaluates their own performance against the organisation's objectives, provides the line manager with the opportunity to inform the employee of the departments objectives and how they fit in and provide positive feedback and praise where appropriate on their work activities. SMART objectives are set in line with their Organisational Pathway, job description and role map, which all contribute to the overall strategy of MAWWFRS.

3.1.4 Employee Engagement

This is key to achieve high performance; *performance management processes should be designed to improve employee engagement as much as possible* (How to Improve Employee Engagement with Performance Management, 2020).

In MAWWFRS the Service has a dedicated communications team who issue updates frequently, either via our intranet, HR system or email, to keep employees in the loop of what's going on, whether it be a change to a policy or celebrating success as set out in EV17 and we encourage employee voice and invite feedback on the Service's that we provide, for example Occupational Health, via completion of Survey's as set out in EV18.

All these methods form part of the Performance Management Cycle:



(Explaining the Stages of the Performance Management Cycle, 2020)

3.2 PM and Organisational Performance

PM is a continual cycle that involves setting goals for individuals which support the organisations goals and strategy and provides an opportunity for employee development. This is reviewed and assessed appropriately in accordance with the direction of the organisation; should the direction change, the goals for an individual will also change.

This process supports high performance working as it increases an individual's skills, empowers the employee by giving them responsibility to achieve their own goals and improves motivation.

All the above results in a 'shared' sense of purpose which can improve employee engagement and sustainability of organisation performance; *to enable sustainable organisation performance, employees need to develop a strong, ideally emotional, connection to that purpose. Share purpose takes this connection further, being shared by all employees and often also external stakeholders* (Shaping the future of organisations: what really drives sustainable organisation performance? | Croner-i, 2020).

3.3 Approaches to PM

Research indicates there has been a change in trends in PM over recent years. This includes the removal of the formal annual appraisal and replacing it with more continual conversations; *appraisal is not just something that happens once or twice a year, but its more ongoing performance conversations that we need to be cultivating* (Performance Management, Factsheets, CIPD, 2019). The use of 360-Degree Feedback to evaluate an employee using feedback from different sources; not just the line manager. This method should eliminate any favouritism in performance and provide a clearer understanding of an individual's competency in role; *variety of feedback can offer line managers a wide-ranging perspective and help to make performance management a more objective and fair process* (360 Degree Feedback, Factsheets, CIPD, 2019). The introduction of PM software to store employee data which will inform future decisions.

3.3.1 Recommendations

The following recommendations for how PM processes within MAWWFRS could be developed further to enhance their impact on organisational performance are:

Feedback Tools: This is one aspect MAWWFRS tends to lack. The introduction of 'Pulse' which acts as a survey tool, will enable employees to provide open feedback which will assist with achieving their full potential; *pulse establishes a constructive feedback culture and makes it easy for everyone to identify and remove obstacles* (Pulse | The employee survey that works, 2020).

360-Degree Feedback: Due to the nature of the Service, employees tend to work in conjunction with other departments. Obtaining feedback from different sources will provide a better understanding of how the employee is performing in their role.

Removal of Annual IDR Process: Implement a 'continuous model' where feedback is continually provided to an individual and goals can be set in real-time. According to BetterWorks, companies that switched to continuous performance management outperform their competitors by 24% (5 Performance Management Trends from Gartner, Mercer, Gallup, BetterWorks, and HBR, 2020).

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

PGD POD 3.3 – INDIVIDUAL DEVELOPMENT REVIEW (IDR)

Contents

1.0	INTRODUCTION
2.0	PURPOSE
3.0	SCOPE
4.0	EQUALITY AND DIVERSITY
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6.0	ROLES AND RESPONSIBILITIES
7.0	ASSESSMENT AND DEVELOPMENT CENTRES (UNIFORMED PERSONNEL ONLY)
8.0	ADMINISTRATION – ROLES AND RESPONSIBILITIES
9.0	REVIEW OF PGD

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Approval Details	Mr Kevin Jones, Corporate Head of People & Organisational Development
Equality Impact Assessment Reference	PGD POD3.3

1.0 INTRODUCTION

- 1.1** Mid & West Wales Fire and Rescue Service is a progressive, high quality organisation which is committed to the development of all employees to help them to reach their full potential. The Service fully recognises that its single most important asset is its employees and acknowledges that, if the public are to continue to receive the very highest levels of service delivery and professionalism, then Learning and Development of all employees is paramount.
- 1.2** The Service, as an employer, is anxious to ensure that the investment in development is geared to achieving maximum benefit on its effectiveness, and to that end, is fully committed to the Investors in People concept as a means of both providing and measuring Learning and Development activities.
- 1.3** The Individual Development Review (IDR) is used as a review of the effectiveness of development activities within the Service. Whilst development needs are addressed, primarily to ensure the continued safety of employees, the emphasis will always be on what positive steps can be taken to improve situations, identify and develop strengths and provide opportunity for all employees to reach their potential in their current and future roles.
- 1.4** MAWWFRS believes that IDRs are central to developing and supporting its employees, enabling them to make an effective contribution to the success of the Organisation.
- 1.5** The IDR is a positive process designed to assist people in ensuring that they have the right knowledge and skills in order to develop confidence and competence in their roles, and assisting with career progression when required. It is a key component of the Organisational Development Pathways (Pathways), which has been implemented as part of the 'All Wales Organisational Development Strategy'.

2.0 PURPOSE

- 2.1** The purpose of this guidance document is to ensure that all MAWWFRS employees are clear of the IDR process and how it operates within the Organisation. This document also provides guidance on the preparation and completion of an IDR.

3.0 SCOPE

- 3.1** All MAWWFRS employees will participate in a formal annual IDR resulting in agreed Personal Development Objectives and an agreed 12 Month Plan where applicable.
- 3.2** The scheme does not apply to: -
- (a) Probationary Employees, as a separate arrangement applies to this group.
 - (b) The relevant Line Manager should carry out IDRs for temporary employees at appropriate intervals, depending on the length of their contract.
 - (c) Contract cleaning staff working for a separate employer.
- 3.3** All personnel have the right of appeal if they are unhappy with the manner in which their IDR interview has been carried out. For further information see the P&OD Standing Order Section P&OD 03 120, Grievance Resolution Procedures.

4.0 EQUALITY AND DIVERSITY

- 4.1** MAWWFRS is committed to equality of opportunity, and to promoting an ethos of dignity and respect throughout the Organisation. To help ensure that the Review is carried out in a fair and equitable manner, the IDR process will be subject to a comprehensive quality assurance policy. This will ensure that the process has been carried out in an objective manner and is in line with departmental/organisational plans.
- 4.2** Individual employees may have specific needs aligned to personal circumstances that should be considered in relation to any development opportunities (e.g. disability, caring responsibilities). Any such needs should be reflected in the IDR discussion and agreement.

5.0 BACKGROUND

- 5.1** The IDR process provides a framework to:-
- a) Ensure that all employees are clear as to how they fit into the Organisation and understand their expected contribution.
 - b) Provide constructive feedback and recognition of achievement.
 - c) Identify and agree objectives for the individual in line with Rolemaps /Job Descriptions/Pathways and the needs of the Department and

Organisation over the following twelve months.

- d) Promote equality of opportunity through personal development.
- e) Apply for a Continual Professional Development (CPD) payment within the terms of the Service's CPD payment scheme.

5.2 The process promotes the continuous development of individuals, which may include taking on new or additional responsibilities. This will be encouraged purely as an opportunity for personal development and will not be considered in an application for re-grading or job evaluation. However, it is important to note that any developmental opportunities may assist with an individual's future career progression within MAWWFRS.

5.3 The organisation understands and recognises that some employees may have already been provided with development opportunities enabling them to fully undertake their roles and responsibilities. Where this is the case, the IDR process whilst still needing to be conducted, will reflect an individual's choice of declining any further development opportunities, providing that this is concurred with by their line manager.

6.0 ROLES AND RESPONSIBILITIES

6.1 PEOPLE DEVELOPMENT DEPARTMENT WILL BE EXPECTED TO:

- a) Provide and update Organisational Development Pathways to reflect the changing needs of the Service
- b) Provide advice and guidance on conducting and implementing the IDR process.
- c) Provide support for the relevant development needs of individuals/ teams/ organisation wherever possible.
- d) Provide adequate Learning and Development/coaching opportunities, as well as a full range of written guidance.

6.2 HEADS OF DEPARTMENT / HEADS OF COUNTY COMMAND WILL BE EXPECTED TO:

- a) Clarify and support individual responsibilities for IDR within the Department / Command.
- b) Identify reviewers and who they will review.
- c) Implement a system/contact person to assist in resolving any problems that might arise. This should in most cases be the next Line Manager.
- d) Co-ordinate all individual/group requirements for the forthcoming year;

these should be forwarded to People Development in line with the cut-off date as detailed in Section 10.1 These submissions should include the IDR document in full plus the individual's Job Description and T&D1 form if relevant to the development request(s).

6.3 LINE MANAGERS WILL BE EXPECTED TO:

- a) Ensure that all eligible employees within their area of responsibility have an initial IDR on taking up a new position within their department and that all personnel have an annual IDR.
- b) Plan and prepare for the meeting in advance ensuring the reviewing managers section of the form has been completed.
- c) Ensure that a suitable venue and environment is identified to conduct the review. For those personnel who wish to undertake their IDR in the Welsh Medium, arrangements will be made for a service recognised interpreter to assist the line manager within the process. If an employee wishes to utilise this facility they are to ensure that prior notice is given to the line manager to prevent the IDR from being delayed.
- d) Ensure that they have the necessary knowledge and skills to conduct an effective IDR meeting.
- e) Familiarise themselves with the employee's work and provide constructive feedback in relation to development opportunities sought in relation to their Pathway.
- f) Agree and set objectives against Role-maps, National Occupational Standards and the current Job Descriptions for the Role within the context of organisational/departmental objectives and identified risks.
- g) Identify and plan relevant development needs through discussion with the individual. Where access routes for development have been identified the Line Manager should assist where possible and ensure the development is in line with the employees Pathway.

6.4 INDIVIDUALS SHOULD:

- a) Participate fully in the IDR process on an annual basis, and at the start of a new role.
- b) Complete the appropriate online form and prepare for the IDR meeting.
- c) For those personnel who wish to undertake their IDR in Welsh, arrangements will be made accordingly which may require a Welsh speaker to accompany the line manager during the IDR with the employer. If a member of staff wishes to utilise this facility they are to ensure that prior notice is given to the line manager to prevent the IDR from being delayed.

7.0 ASSESSMENT AND DEVELOPMENT CENTRES (UNIFORMED PERSONNEL ONLY)

- 7.1** In order for individuals to access the ADC process they will have to be deemed competent in their current role. The Service's Development Portfolio assessment process (together with the associated practical assessments) will be used to assess the transition from development to competent status, and not the IDR process. The process will be used by individuals to develop in their current role, maintain competence based around their Rolemap and target further opportunities for development and progression in line with their Pathway.

8.0 ADMINISTRATION – ROLES AND RESPONSIBILITIES

8.1 REVIEWING MANAGER

Line Managers will be required to programme in reviews for personnel for whom they have responsibility. The cut-off date for submission of the IDR and associated documentation is the 30th April each year

The individual and Line Manager will be notified in writing of the outcome of their Personal Development requests.

The Reviewing Manager will print the completed IDR and T&D 1 where appropriate, keeping one for his/her own file and giving one to the interviewee.

- a) The respective Reviewing Manager is responsible for ensuring that ALL employees under his/her responsibility have had a review within a twelve-month period. All reviews MUST be completed online prior to the submission date.

8.2 HEADS OF DEPARTMENTS

- a) The Head of Department / County Command will have taken account of the learning and development needs.
- b) Notice of any development that cannot be agreed or delivered will be conveyed (in writing) by the Department Manager to the appropriate Reviewing Manager, (clearly indicating the reasons for their decisions) who will then inform the respective employee. All communications in this regard should remain confidential.

8.3 PEOPLE DEVELOPMENT

- a) The IDR coordinator, Human Resources and relevant department heads, closely liaising with each other, will ensure any individual Learning requirements are in line with Organisation Development Pathways and are met by the most relevant Department wherever possible.

- b) Upon receipt of IDR from Line Managers, People Development will carry out a Needs Analysis on all identified development requests to ascertain the feasibility of providing appropriate courses.
- c) People Development will be responsible for developing and ensuring that any externally provided courses can be provided in the most economic and effective method possible, ensuring that procurement of such courses are in compliance with Service Procurement Policy.

9.0 REVIEW OF PGD

This PGD shall be reviewed:

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

MID & WEST WALES FIRE AUTHORITY

PROBATIONARY PERIOD REVIEW (1 Month)

Surname	Forename/s	Department	Personal Record Number
Start date (this employment)	Job title	Date of review	

See Human Resources Procedural Guidance Document HR 6.8 – Probationary Period Procedure (Additional sheets may be attached where required)

General conduct / employment measures	Current position / comments Evidence of performance/conduct	Area(s) for development Specify area(s) of competence	Action required (to include allowable time period)
Overall attitude to work			
Overall attitude to colleagues			
Overall quality of work			
Time-keeping			
Sickness Absence			

APPENDIX B

Role Specific Competencies - Select from JD/PS	Current position / comments Evidence + / - performance/conduct	Area(s) for development Specify area(s) of competence	Action required (to include allowable time period)
Competence 1 State detail:			
Competence 2 State detail:			
Competence 3 State detail:			
Competence 4 State detail:			
Competence 5 State detail:			

APPENDIX B

Surname	Forename/s	Department	Personal Record Number

APPENDIX B

Role Specific Competencies Select from JD/PS	Current position / comments Evidence + / - performance/conduct	Area(s) for development Specify area(s) of competence	Action required (to include allowable time period)
Competence 6 State detail:			
Competence 7 State detail:			
Competence 8 State detail:			
Competence 9 State detail:			
Competence 10 State detail:			

APPENDIX B

Surname	Forename/s	Department	Personal Record Number

Name of manager/appraiser	Title	Date	Signature

Name of employee	Title	Date	Signature

Organisational Development Pathways

Organisational Development Pathways

Benefits of Organisational Development Pathways

Career Development

Organisational Development Pathways can be used by individuals and line managers to provide clear and identifiable career development. OD Pathways also assist in career succession planning and can be used to inform future budgetary requirements.

Individual Development Review

OD Pathways should be used in conjunction with the annual Individual Development Review (IDR) process to identify role specific skills requirements, professional development opportunities and performance management processes.

Qualification and Curriculum Framework (QCF)

OD Pathways have also been broadly mapped to the Qualification and Credit Framework (QCF) which provide the opportunity for more flexible routes to full qualifications, achievable in smaller steps through the accumulation of credit.



From: HR Service Support
Sent: 20 August 2020 16:23
Subject: Employment-Relations-Update-14-2020-Exit-Interview-Procedure
Attachments: Employment-Relations-Update-14-2020-Exit-Interview-Procedure.pdf; HR-6.34-Exit-Interviews-Procedure-V4-FINAL.pdf

[Employment-Relations-Update-14-2020-Exit-Interview-Procedure](#)

The above document is now available on the Service's @Work site, and can be accessed via the above link.

A PDF version are also attached for ease of reference for those accessing remotely.

Should you have any queries, please contact the Human Resources Department.

From: H.Q.
Sent: 09 March 2020 12:20
To: All-users
Subject: Occupational Health Service Survey- Employee

CLOSING DATE: 20/3/20

We are reviewing the Occupational Health Service - currently provided by Insync Corporate Healthcare.

If you have experienced either a annual/routine medical, management referral or LGV medical in the last three years then we would welcome your comments on your experiences.

Please use this link to access the survey - <https://www.surveymonkey.co.uk/r/WMY7GNP>

This survey is intended to gather meaningful data on the service provided by our Occupational Health provider. We will not attribute responses to individuals and the questions have been designed in a way that you will not be identified. Where you wish to add any comments or feedback, please try not to include any personal information. Should you have any specific feedback/concerns about the provider that you want to address on your behalf, please contact HR directly.

If you enter information into the survey that may inadvertently identify you, this will be treated in line with Data Protection legislation and the Service Data Protection Procedure.

The survey is hosted through "Survey Monkey", a third party software system. You can find information about how they comply with data protection legislation here

- https://www.surveymonkey.com/mp/privacy/?ut_source=footer ~ "

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Gwasanaeth Tân Ac Achub Conolbarth a Gorllewin Cymru

Mid and West Wales Fire and Rescue Service

