2008-11 Training & **Development** Strategy

West Yorkshire
Fire & Rescue Service

Making West Yorkshire Safer
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Foreword

Over the period of this strategy the requirements placed upon us to continue to provide a high performing, effective and efficient service will not diminish, indeed our broadening role makes it even more challenging to ensure our staff are fully prepared to carry out their roles effectively and safely.

To meet the requirements of the The Fire & Rescue Services Act 2004, Civil Contingencies Act 2004, Comprehensive Area Assessment, The Fire and Rescue National Framework 2008-11 and our Integrated Risk Management Plan it is essential that all of our staff are able to acquire, maintain and develop their skills, in order to meet the challenges the service faces.

Our basis for ensuring a safe, competent and well trained workforce is ensuring the principles of the Integrated Personal Development System are embedded within our training, learning and development policies. Whether staff are responding to incidents, promoting safety in the community or providing the essential support services we need to function, it is important that each and every person has the correct training and development to undertake their role effectively.

This Training and Development Strategy is an overarching document that sets out the framework and principles by which West Yorkshire Fire and Rescue Service will ensure that it has a skilled workforce that can meet all the demands placed upon a modern Fire and Rescue Service.

There has been considerable consultation, involvement and engagement, both within the service and with our related partner organisations during the development of this Strategy. I am grateful to all those who have contributed to this important work.

Simon Pilling, MA MSc DMS GIFireE
Chief Fire Officer /Chief Executive

Introduction

The purpose of this Strategy is to ensure that managers and employees are aware of the Authority's approach to workforce and organisational development, why it is important and the roles they play in making this happen. In addition, the Strategy is helpful for partners to understand our approach, particularly where the Authority is developing joint/partnership initiatives to service delivery. The Strategy is a 3 year plan for training and development and details how we will deliver our aims to prepare all staff sufficiently to carry out their roles effectively. An overview of the action plan for each Training and Development workstream is also provided to give more detail about the direction and timescales for achieving the elements of the Strategy.

Training and Development Strategy

West Yorkshire Fire & Rescue Authority is firmly committed to developing its workforce. There are a number of national and local drivers that help inform the processes we use. The overall emphasis for the strategy and associated plan focuses on ensuring that West Yorkshire Fire and Rescue Service (WYFRS) has appropriately skilled and experienced personnel to undertake the wide range of community services that it is required to provide. The strategy is designed to address issues identified from a Training Needs Analysis (TNA) to meet the Fire and Rescue Authority's legal duties and responsibilities. This strategy is one of the Authority's corporate planning components and links closely to the Corporate Plan, which links to the Fire and Rescue Services Act 2004, the Civil Contingencies Act 2004 and Health & Safety at Work Act 1974, etc. The Strategy is based upon the principles of the Integrated Personal Development System (IPDS), the Fire & Rescue Service National Framework and the National Occupational Standards.

It has been subject of an Equality Impact Assessment (EIA). The process examines all policies/procedures and service areas that may impact in an adverse way on any individual and/or group, however, although the Strategy has been the subject of an EIA, all workstreams are responsible for their own ongoing assessments.

The strategy includes training provision in relation to prevention, protection, intervention, resilience and civil protection and it is the responsibility of the individual functions' manager to identify the deliver the training and development needs, whilst taking into account operational issues at a local, regional and national level. The Corporate Plan and Strategy will provide the basis for financial planning, staffing resource and logistical support arrangements that the Training and Development function requires to meet the needs of the Service.

The strategy will be reviewed, audited and evaluated against The Quality Assurance Framework for Learning and Development in the Fire Service, The Equality Standard for Local Government, Charter Mark standards and ISO 9001:2000 requirements. Benchmarking will take place with other local and regional services to ensure that the most effective way of organising and delivering training and development has been taken into account.

In addition, the Training & Development function will strive to ensure that the Authority maintains the Investors in People, Positive about Disabled People and the Stonewall Diversity Champion awards. The currency and frequency of training, along with the type and range of training and assessments undertaken are important issues which are included in the Training and Development Frameworks and all personal development records.

The Training and Development Strategy aims to support the overall Human Resources and Workforce Development Strategy 2008-11 and will focus on three key strategic areas:

Leadership Capacity

Developing leadership capacity to support the delivery of current and future Integrated Risk Management Plans (IRMP) is a key element of the Fire and Rescue Service Learning and Development Strategy for England, the Fire and Rescue Services National Framework 2008-11 and our Corporate Plan 2008-11.

Effective and focussed leadership is central to the success of WYFRS. To this end a key commitment is to ensure that effective leadership operates at every level; from Crew Manager to Chief Fire Officer and from supervisor to director. It is also vital that Elected Members are effective at leading and scrutinising the organisation.

WYFRS has fully embraced the need to develop leadership capacity and has in place a series of management development tools which are applicable to both operational and non-operational staff. The tools complement those provided by the National Leadership Programme at the Fire Service College and will allow us to continue to identify and enhance leadership skills at operational, tactical and strategic levels. Within this strategy WYFRS will:

- Ensure Personal Development Reviews for all staff are undertaken, with developments needs identified where appropriate;
- Provide externally verified and effective development programmes for all staff progressing within the service, with a key focus on leadership skills;
- Undertake 360 degree leadership diagnostics for all managers, with feedback and development plans from trained facilitators;
- Develop a high quality network of coaches and mentors within the service to ensure our best leaders can improve skills across the service;
- Continually update leadership skills with facilitated Continuous Professional Development covering all aspects of the service;
- Work with local partner organisations to ensure that our managers gain leadership development within a wider context;
- Support leadership development at the highest levels in the service using the Executive Leadership Programme.

Training and Development

The delivery of fully trained and professional staff is essential to meeting our strategic objective of 'providing a competent, skilled, safe and diverse workforce'.

All training and development within WYFRS will be based upon the principles of IPDS and ensure that all staff who enter the service receive the appropriate training and development to meet all requirements of their role. This will include reaching and maintaining National Occupational Standards and demonstrating Personal Qualities and Attributes (PQA's) and core values of the service.

The quality of training and development will be maintained by:

- Maintaining robust quality assurance of our training courses and development programmes;
- Developing training products that respond to and meet new demands and challenges placed upon the service;
- Making effective use of technology to train and maintain competence such as e-learning and command simulation;
- Effective performance management through the use of annual PDR's aligned to organisational and individual objectives;
- Equality Impact Assessment of all training and development policies to ensure that individual learning needs, styles and work life balances are taken into account;
- Making efficient and effective use of local and regional training resources.

Workforce Development and Succession Planning

Effective workforce planning is essential to achieving our goal of a diverse and representative workforce that can deliver our priorities. In line with our commitment to the principles of IPDS we have fully embedded the use of the National Firefighter Selection Tests together with the use of Assessment and Development Centres to assist in identifying potential future leaders at all levels.

To support this we will continue to develop selection processes that complement national guidance and ensure that individuals once selected are given the opportunities to develop competencies specifically required for their role. Our strategy for career development and succession planning will include:

- The identification of future potential leaders from the earliest stages of their careers with targeted support at a pace that meets their development needs;
- Assessment and development centres held both locally and regionally to ensure cost effective use of resources;
- Selection criteria based upon technical knowledge and understanding and PQA's relevant to the role.

To further ensure that our recruitment, selection and development processes bring the most diverse range of talented people into the organisation we will also seek to develop:

- High Potential Schemes that will operate within the IPDS framework.

Stakeholders, Engagement, Consultation & Communication Process

The Strategy incorporates views from a range of stakeholders, outlined below and an explanation of why their comments were sought. This strategy will be promoted within the Authority and with partners. The strategy will be available in either a paper based format or accessible via the Intranet.

Who	How	Why
Employees	Leadership Culture Survey	To inform the approach taken by the Training and Development Function.
Functional Groups	Operations Preparedness Operations Response Mobilising & Communication Human Resources Community Safety Fire Safety Corporate Services	To integrate functional groups' views and to inform approach.
Elected Members	Management Board Authority Meetings	To consider implications for the Authority, its workforce, and to inform approach.
Trade Unions	Consultation Meetings	To consider implications for the workforce and to inform approach.
Under-represented groups	Equality & Diversity Department	To ensure the Strategy supports equality targets.
Partners	South Yorkshire Fire & Rescue Service University of Huddersfield Regional Training & Development Sub-group	To share our approach and develop agreed joint initiatives.

Training Centre

The WYFRS Training Centre is where the majority of operational frontline training for the core subjects of initial trainee, breathing apparatus, tactical firefighting, road traffic collision, casualty care, line rescue, water rescue, incident command and development programmes. These courses are prepared and delivered by our own highly skilled and dedicated instructional staff or by approved and qualified external providers University of Huddersfield; Fire Service College; City & Guilds, Edexcel and BTEC

The centre was built in the mid-sixties and has kept pace with technology and training demands through a series of upgrades and modernisation programmes. The main building contains classrooms, a lecture theatre, a dining area, offices and a computer suite. The additional buildings have been purpose-built to allow a variety of training needs to be met.

The Multi-Purpose Training Centre (MPTC) has been designed primarily for breathing apparatus exercises. It has real fire capability and is fitted with 2 LPG compartment fire rooms and 1 LPG cooker fire simulator, a range of exercises can be run within the building including ship fire scenarios, small domestic fires, and large industrial fires etc. The MPTC was designed with a smoke collection and scrubber facility to ensure that as much of the smoke as possible is captured and scrubbed before being released into the atmosphere, furthermore, the wood that is burned in the live fire exercises is carefully chosen so as not to cause pollution.

The tray facility is situated next to the drill square and allows students the opportunity to experience a large oil fire scenario. It has been used to good effect on basic trainee courses, operational courses, and commercial training courses.

The new Technical Rescue Training Centre (TRTC) gives Training Delivery staff the opportunity to develop new skills and it broadens the opportunities to train firefighters in realistic situations. The operational section of the building houses capabilities to provide challenging technical rescue scenarios including sewer rescues, scaffolding rescues, line rescue and the indoor RTC area with viewing gallery. The other section of the building houses a purpose built gymnasium, new changing facilities, class and conference rooms and a heat acclimatisation unit to assist the breathing apparatus staff in preparation for exercises. In addition the building provides new office accommodation for the Training Delivery and Training Support, Workforce Development and the Assessment Centre functions

The Training Centre has ten dedicated training rooms which have a total capacity, on a daily basis, of approximately 250 students. This equates to 85,000 student days a year if the facility was run on a seven day working basis with full capacity each day.

To ensure the quality of their input, each member of staff at the Training Centre goes through a comprehensive induction process. Each instructor must gain the nationally recognised qualification to prove sector competence in the area they teach. They will also gain City & Guilds Cluster Awards for coaching and training along with the 'A' and 'V' awards for assessing students' practical skills. This ensures the quality of the teaching given at the centre and is an externally auditable process.

The Training Centre provides a comprehensive range of courses that cater for all the requirements of the Brigade. These requirements have been assessed as meeting the health and safety needs of the organisation to ensure safe systems of work are in place to meet all operational requirements. The centre has sufficient spare capacity in terms of space and resources to facilitate any additional demands that may be placed on it.

Over the forthcoming years there are a number of programmed developments of the Training Centre including new Urban Search and Rescue (USAR) /Training Building, accessible reception area for training centre, updating of instructor facilities and the RTC pad will be used to simulate the majority of RTC type incidents and will also include rail and water side simulation areas to enhance training simulations.

Training and Development Arrangements

Skills development and the opportunity to gain experience in the workplace with a range of agencies is crucial. These developments are a driver for change impacting on all Fire Services and their potential partners. Local Government is a people-driven business. Everything we do depends on the quality of our people, their commitment and skills. Additionally current trends indicate an increase in the use of technology, flexible working, partnerships and generic working. Clearly these developments support environmental and sustainability agendas.

In such a complex and dynamic environment as the Fire Service, it is acknowledged that traditional means of training cannot fully meet the needs of the organisation or the individual. The approach taken is that developmental activities will promote the concept that an individual and the team they operate within can continually improve. This, in turn, develops expertise and raises skill levels to ensure that competence is not only attained but maintained at a very high level of operation.

Training for Competence is a direct response to risk following several extreme events at operational incidents that occurred during the early 1990's. This gave cause for the Fire Service to scrutinise its' own attitude and commitment to controlling and managing the risk to its workforce on a daily basis. Operational risk impacts, to a greater or lesser degree is dependant on the role undertaken by the individual/team. Although risk is the primary driver of training and development it is underpinned and supported by other functional activities.

The Strategy is aimed at mitigating risk, either organisational, team and/or individual. The training and development provided to uniformed personnel will concentrate heavily on the potential exposure to operational risks encountered during the normal working day, although the frequency of exposure differs according to the role undertaken, hence safety critical training is an essential control measure for all operational personnel.

The currency and frequency of training, along with the type and range of training undertaken are important issues which should be considered when ensuring that the individual is maintaining their competence. Competence is recognised as measuring an individual's ability to apply their workplace skills, knowledge and understanding at a given point in time.

Although all personnel are expected to maintain their competencies for their role there will be occasions where an individual undertakes additional responsibilities and the Strategy provides a commitment ensuring that learning, training and development will be provided to encompass all roles from Firefighter to Brigade Manager, as well as Community Safety, Fire Safety and Fire and Rescue staff.

Equality and Diversity

Diversity Awareness training is a core requirement and the revised programme will be delivered to all staff over the next three years. Equality Impact Assessment training will be delivered to all managers with responsibility for policy development and/or service delivery. To ensure training and development needs are identified fairly, the Personal Development Process will continue to be monitored.

Our Core Values

Service to the Community

We value service to the community by:

- Working with all groups to reduce risk
- Treating everyone fairly and with respect
- Being answerable to those we serve
- Striving for excellence in all we do

People

We value all our employees by practicing and promoting:

- Fairness and respect
- Recognition of merit
- Honesty, integrity and mutual trust
- Personal development
- Co-operative and inclusive working

Diversity

We value diversity in the service and the community by:

- Treating everyone fairly and with respect
- Providing varying solutions for different needs and expectations
- Promoting equal opportunities in employment and progression within the service
- Challenging prejudice and discrimination

Improvement

We value improvement at all levels of the service by:

- Accepting responsibility for our performance
- Being open-minded
- Considering criticism thoughtfully
- Learning from our experience
- Consulting others

Firefighter Selection Tests and Promotion Process

The Authority seeks to recruit trainee Firefighters with a range of abilities following an effective selection process based on the National Firefighter Selection tests, for both Wholetime and Retained Duty System. For those seeking promotion, there are opportunities available and every encouragement will be given at the appropriate time. Promotion is earned on individual merit after passing an assessment centre, where the middle and strategic manager levels are based on the National Assessment and Development Toolkit.

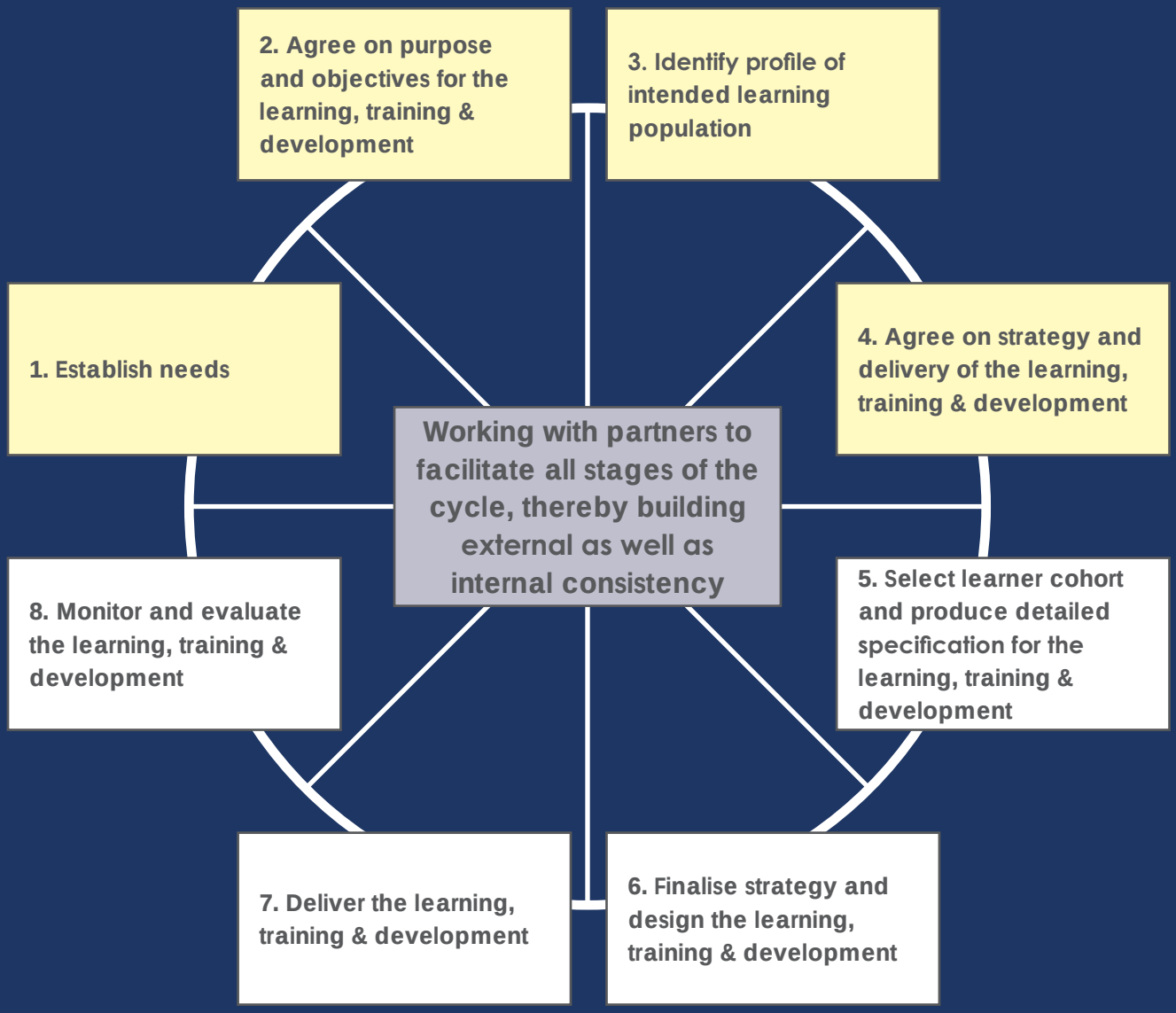
After promotion to Crew Manager, the next step is to Watch Manager, Station Manager, Group Manager, Area Manager, and Brigade Manager. Promotion will be open to all staff, however, we will ensure that the selection process values the diversity of experience, backgrounds and abilities that exist among our staff thereby maximising the opportunities to have a more diverse workforce among the successful candidates.

To raise the awareness in women and Black and Minority Ethnic (BME) groups, briefings and specific focus groups will be run to raise the profile of any schemes and address positive action and awareness.

We have committed resources to enable us to access a more diverse and wider pool of talent from which to recruit and have developed a Recruitment and Selection Policy to ensure this is conducted in a fair and equitable manner. We will continue to produce workforce diversity profiles to measure the effectiveness of our actions and inform future positive action initiatives.

Training and Development Delivery

In order to provide an effective managerial structure the Training and Development function has been divided into two workstreams Training Support (appendix 1) and Training Delivery (appendix 2). These are then sub-divided into five workstreams; each one managing and co-ordinating key areas of reference. Each workstream is responsible for identifying, developing and delivering (either directly or indirectly) training and development to appropriate staff within the organisation. The workstreams are supported by facilities at, or arranged by, the Training Centre. The Corporate Plan and Strategy provides an overview of each of these areas of reference and the direction that each workstream plans to take. Each of the workstreams use the principles outlined in the HS (G) 65 "Managing Health and Safety" guidance booklet in order to ensure they cover each reference allocated to them appropriately.



WYFRS utilise the blended learning approach, which is a mixture of the various learning strategies and delivery methods that will optimise the learning experience of the individual, by working in conjunction with our own in-house e-learning team, external e-learning providers and by enabling Retained Duty System personnel to attend initial modular training, as well as weekend courses to support personal working patterns.

The Quality Cycle adopted by WYFRS is from the R. Harrison eight-stage process to facilitate planned learning events. The stages cover establishing needs, agreeing purpose and objectives, identifying the learner's profile and establishing strategy, direction and management for the event. The systematic approach of the learning, training and development cycle ensures that equality is established with business partnerships to achieve internal and external consistency for all activities

Training Delivery Strategy

The Operational Training Strategy consists of areas of training provision and capital expenditure that have been identified from the overarching Training Needs Analysis (TNA). A fundamental TNA may need to be undertaken every five years or so by the training function to assure the Authority that its training programme presents a true and accurate provision of appropriate training against the needs of individuals, teams and the organisation as a whole. The (IRMP) and the Corporate Objectives of the organisation will place new demands on the skills and competencies required by the workforce, these will need to be identified annually and met within the training and development programme. In addition, the annual Appraisal and Performance Management System should enable the training programme to remain current and appropriate against that of the identified training needs of staff. Training needs also fall out of the following:

- The identified training and development associated with the Strategic Plan and the IRMP;
- The identified training requirements associated with the annual Service Plan and Best Value Performance Plan;
- The identified training needs as required by existing and new legislation and other external influences;
- The training needs identified from performance review systems;
- The training and development needs based on the Capital Plan and resources that are available;
- Incidents or exercises debrief evidence;
- The training and development needs of Trainee Firefighters will be in accordance with National Guidelines;

Command Training Strategy

During 2007 and 2008 Command Training, through the use of Minerva ICE (Incident Command Exercise) software, was delivered to all Watch and Crew Managers. 2008 courses introduced the role of Station Manager into the exercises and resulted in many of our substantive and temporary Station Managers being observed under testing conditions.

During 2009, Command Training will develop a formal process of assessment for Command Competence. Watch and Crew Managers will be formally assessed by assessors in the Command Suite. It is expected that over a two- year period, 90% of our Watch and Crew Managers will have been formally assessed.

Further Command Training courses to be introduced in 2009 will cover Resilience with Hydra Exercises incorporating Multi-Agency workings.

Incident Command System (ICS) awareness has been identified as an area of ongoing continuous development. This will be addressed by the introduction of a specific Command Development course which all Station Managers will attend. Supervisory Managers will also receive, where applicable, specific instruction in the fundamentals of ICS in a redevelopment of the Supervisory Management of Operations Course.

A full auditable process of all of our officers' training and development will be maintained by a database linked through Training Support. Each of our officers will have personal profiles where Management can track and identify skills gaps and direct officers to specific training to ensure that our workforce have the correct skills to carry out their role.

E-Learning Strategy

The ongoing development of Technical and Operational Knowledge has been identified and in consultation with Operations Directorate a priority list of subject areas were identified as a priority for the service and further prioritised into organisational risk categories.

The e-learning platform was identified as being able to deliver a themed module to all our operational personnel at the same time.

Due to influences nationally, the first module to be delivered was High Rise Buildings. This was piloted after completion by two whole-time and one retained duty system fire stations. After the pilot was carried out, full roll-out of the module to all personnel was made.

Each of the modules will have a summative assessment to ensure that personnel have understood the knowledge delivered within the package. The acceptable pass mark for each module is 80%.

- The planned delivery for 2008/9 is 10 e-learning packages.
- 3 e-learning packages in 2008, 7 in 2009.
- Review of the first two modules took place in November 2008.
- Review of the priority list took place during December 2008.
- Future development and review of existing modules will be based upon risk assessment.

Training Support Strategy

Training Support's Strategy is to ensure all uniformed personnel within West Yorkshire Fire and Rescue Service are developed to a competent level and maintain their role competence through the completion of work-based training and assessments.

Practical skills are assessed by dedicated assessors to the National Occupational Standards and specific Safety Critical elements. Knowledge and understanding of brigade operational procedures are assessed to underpin the practical tasks carried out by operational personnel.

To achieve competence in their role, every individual is required to take ownership and responsibility of their training and development and adhere to the policies and procedures implemented by Training Support.

The policies and procedures that encompass the functions of Training Support, support the 'Safe Person Concept' in providing safe operating systems that enable personnel to work safely and effectively, minimise the risk of injury and meet the needs of the communities that we serve.

Assessment Centre Strategy

The principal purpose behind this Strategy is the achievement of a competent workforce. The Strategy seeks to deliver a co-ordinated approach to Career Development across the West Yorkshire Fire and Rescue Service using the IPDS as a framework for delivery. A number of strategic aims emerge from this:

- To support and build partnerships with key stakeholders that will deliver quality assured, consistent and best value solutions for career development:
- To secure high quality career progression opportunities that will contribute to a safe, effective and competent workforce;
- To establish a career progression structure within a framework for IPDS delivery that takes account of individual and organisational needs;
- To introduce and maintain processes to assess potential for development and selection for advancement within the organisation, including the high potential scheme;
- To establish new processes for career development that will take account of individual potential.

National Vocational Qualifications/ Business & Technology Council (BTEC) Awards

Since June 2000, all probationers have been issued with a probation pack which incorporates the National Vocational Qualification relevant to their role.

All personnel need to be aware of the NVQ and what role they may be required to undertake in helping a candidate achieve a qualification, either as part of a team; carrying out a drill; performing at an incident; carrying out an observational assessment (A2) role; a portfolio assessment (A1) role; or internally verifying (V1).

To demonstrate that nationally recognised methods of assessment are being maintained by qualified assessors all A2 and A1 assessors undergo an annual assessment by their Station Manager. All V1 Internal Verifiers will also need to be assessed annually by a V1 Internal Verifier from Headquarters. Records of these assessments should be held by the appropriate Internal Verifier.

Workforce Development Strategy

As a corporately recognised Investor In People since January 2000, the Authority is proud of its' commitment to developing its workforce. Workforce Development is embedded in the Corporate Plan which determines organisational priorities that, in turn, influence service and performance plans. The plans define training requirements and managers undertake Personal Development Reviews with staff to agree individual training requirements and objectives. Training needs for Fire and Rescue Staff, Community Safety, Fire Safety and Mobilising and Communications Centre are collated by the Workforce Development Team to inform the Authority's training requirements. In addition, training needs can also be identified in response to a specific Corporate initiative. Development of the workforce consists of activities which increase the capacity of the individuals to participate effectively in the workplace. Continuous development and training of staff within an organisation the size of West Yorkshire Fire and Rescue Service consists of a complex and diverse range of provision. It will be undertaken in line with all statutory requirements; Codes of Practice, Department for Communities and Local Government recommendations, the principles of IPDS, the National Framework, National Occupational Standards, Personal Quality Attributes, Core Values and will include provision of development to enable competence and skills to remain appropriate to the role being carried out by the individual.

Training and Development frameworks set out the development of knowledge against roles and grades and the achievement of the organisational and individual goals. Major initiatives in place to meet our Strategy include:

- Development based on embedded leadership and management competencies;
- Management training and qualifications (CMS,DMS, MBA);
- Diversity training;
- E-Learning;
- Performance Management Training.

Personal Development and Performance Reviews

A corporate competency framework is in place (based on national, regional and local priorities) to underpin recruitment, induction, personal development reviews (PDRs) and ongoing training and development. Courses identified at review are dependent on the role of the individual and whether a need has been identified by their line manager within their annual personal development review.

High Potential Scheme

The High Potential Scheme has been designed to select Firefighters and supervisory managers, both operational and FRS with the highest potential, and commitment, and provide them with an individually tailored career pathway that will support them to progress more rapidly into appropriate middle manager roles, this includes a range of intensive development and placements that will build on previous managerial experience, knowledge skills and ability.

The individuals on the High Potential Scheme will have an individually agreed development programme. Each programme will include periods of intensive development in a variety of work placements across a number of stations and departments. There is the possibility of exposing the individuals to external organisations that provide the experience and development required while taking account of individual ability, background experience, development needs and aspirations. The expected duration of this period would be between 18 – 24 months.

Elected Members

Following the annual formal induction session arranged for newly appointed Members of the Fire Authority, Training and Development sessions take place throughout the municipal year, provided either internally or from external providers, and cover a variety of issues including; Finance, Audit issues, Standards, Health and Safety, Risk Management, Business Continuity, as well as an awareness of the capability of the service.

Members also attend a number of Conferences, as approved by the Finance and Resources Committee. These are not only a source of development and learning but also offer networking opportunities and information sharing with members of other Fire Authorities. More recently, Members have also taken part in dedicated coursed offered by the Fire Service College which focus on leadership skills for Fire Authority members.

A number of Members have also recently participated in a Leadership Academy organised by the Improvement and Development Agency (I&dEA). Every effort is made to ensure that Members of the West Yorkshire Fire and Rescue Authority are offered appropriate learning opportunities for their specific role.

Monitoring, Reviewing and Evaluation of Training and Development

All operational personnel, from Firefighter to Brigade Manager complete Maintenance of Competence (MOC) records which are based on National Occupational Standards and Safety Critical elements. These records are regularly audited by the line manager and the Training Support function to ensure that all personnel remain competent within their role irrespective of the duty system they are employed under. The MOC records are reviewed every two years to ensure that they meet current standards.

During the Personal Development Review, all staff undertake a skills assessment against the personal qualities and attributes, rolemaps and job descriptions so ensuring that line managers are presented with a clear picture of the skills of their staff, promoting effective communication to present a clear personal learning and development plan and a record of their skills achievement beyond formal training.

The Training Delivery function utilise a Quality Management System in accordance with ISO 9001:2000 that provides the Training Centre with a set of processes that ensure the highest quality approach to the management of the Centre. The system ensures consistency and improvement of teaching practices, which in turn should provide the training and services that meet customer's requirements. All Courses have their own electronic Q-Doc 51 to record who has authorised the training, its' aims and any subsequent alterations.

Agreed Learning Outcomes with the department requiring the training are recorded on the electronic Q-Doc 51, including bibliography, training methodology, NOS and placed in the Administration Folder. All subsequent significant alterations to the course must be appended to Q-Doc 51; this will then become the course syllabus. There must also be a timetable, Q-Doc 5, which will represent a Scheme of Work and any significant changes to the timetable should be recorded in Q-Doc 51 and stored in the Administration Folder. For every Lesson there must be a Lesson Plan Q-Doc 52, including the appropriate NOS and any Risk Assessments, Lecture & Student Notes and examination and assessment criteria if identified from Q-Doc 51.

Training and Development Achievements during 2007/08

- Provided high quality training to ensure that the service provides an immediate emergency response capability.
- Collaborated with other regional partners to provide high quality training in a cost effective manner.
- Implemented all the requirements of the International Centre for Emergency Techniques to achieve Certified International Training Organisation status.
- Investors in People standard maintained and Internal Assessors trained.
- A Regional Strategic Assessment & Development Centre established.
- Leadership and Management Development evaluated.
- 360° Diagnostics – Leadership Tool introduced.
- 94% of PDR's completed by March 2008
- Reviewed Maintenance of Competence records implemented January 2008.
- Coaching & Mentoring Programme introduced.

Training and Development Priorities 2009 to 2011

To meet the current and future needs of the Service the focus of our work will be based around the Functional priorities to provide a competent and skilled workforce based around the objectives derived from the Corporate Plan 2008 to 2011, legal and statutory requirements and other related circulars or directives.

- Identify a suitable engineering solution to control smoke emissions from the Multi Purpose Training Centre and implement the required adaptations by 31 March 2009.
- Plan and implement a modern accessible reception area for the Training Centre by 31st October 2009.
- Prepare a programme that delivers training to meet the needs of personnel as identified by Operations Directorate by 31st March 2009.
- Deliver a suite of e-learning modules to operational personnel to provide the technical operational knowledge identified by the Operations Directorate by 31st March 2009.
- Review and evaluate the effectiveness of district breathing apparatus training by 31st March 2009.
- Identify and introduce an integrated training centre management software system that is compatible with Systems, Applications, Products (SAP) by 31st March 2010.
- Review and evaluate current promotion development programmes by 31st March 2009.
- Implement leadership development as an outcome of the regional Leadership Diagnostics project by 31st March 2009.
- Update the Training and Development Intranet site by 31st March 2009.
- Comply with any nationally created Quality Assurance framework by 31st March 2009.
- Identify and implement the outcomes of the Operations group training needs analysis by 31st March 2010.
- Work with the Information and Communications Technology function to identify and implement a Systems, Applications, Products (SAP) related Personal Development Module by 31st March 2010.
- Introduction of High Potential Scheme by 31st March 2010.
- Review the Brigade training programme in line with shift review by 31st March 2010.

Training and Development Responsibilities

The following sub-sections outline the responsibilities of all personnel and the learning, training and development that must be undertaken by operational personnel to meet their role, along with maintaining safety critical competence.

Duties of Station Based Personnel

Station Manager

- To take overall responsibility for the station's training programme and to ensure that it is carried out in compliance with the Brigade Training Policy.
- To ensure that watch base levels of qualified personnel are maintained in compliance with the Training Policy.
- To supervise and monitor the training undertaken by each watch to ensure compliance with the Training Policy.
- To ensure that all station personnel achieve and maintain competence, in the necessary range of role and specialist related skills applicable and that the training necessary to achieve this is devised and undertaken.

Watch Manager

- To plan, supervise and monitor training undertaken by watch members.
- To identify shortfalls and projected shortfalls in watch base levels and inform the Station Manager to enable arrangements for necessary training and development.
- To monitor watch based instructors and training records.

Watch Instructors

- To assist the Watch Manager in planning, organising and conducting training for watch personnel in subject area for which qualified.
- To assess competence of watch based personnel in the subject area for which the instructor is qualified to meet competence based training and NVQ requirements.
- To maintain training records for the area in which they are qualified.
- To ensure that their own competence is assessed utilising refresher training provided by Training Centre and undertaking annual monitoring of assessing skills by Station Manager.

Watch Personnel

- To request all training necessary to achieve and maintain competence across all relevant functions and to satisfy evidence requirements of appropriate NVQ/ competence based training.
- To monitor and sign own training records, as soon as possible after training has taken place.
- To maintain the necessary level of qualifications, licences, etc, needed to maintain their competencies and to immediately inform the Watch Manager of any changes that affect the ability of the individual to maintain competence.

Training Requirements - Operational Personnel

		Resilience & Multi Agency	Command & Operations	Management & Leadership
Bronze Command	FF	Trainee course	Safe to Command (if applicable)	Working Safely
		Station CBRN Lecture (DIM Officer)	Tactical Firefighting	Equality & Diversity ('07 -)
		e-Learning modules	Water Awareness (continuation)	Ashridge e-learning
			Level 1Line Rescue (continuation)	A2 Assessor (CasMan)
			CasMan / First Aid at Work	Instructional Techniques
			e-learning	
			EFAD	
			Special Appliance Driver/Instructor	
			Fitness Instructor	

Supervisory	CM	Station CBRN Lecture (DIM Officer)	Operations Development course	Management qualification (at level
		e-Learning modules	ICS (Hydra)	acceptable for role)
			Minerva	Absence Management
			Tactical Firefighting	IOSH Managing Safely
			Water Awareness (continuation)	
			Level 1Line Rescue (continuation)	Discipline & Grievance
			Tool Technician	Equality & Diversity ('07 -)
			Saver	Equality Impact Assessment ('06 -)
			Fire Investigation	NEBOSH General Certificate
			e-learning	Ashridge e-learning
			Fitness Instructor	A2 Assessor
			Operational Risk Intelligence	Instructional Techniques
				Manual Handling

Bronze Command Supervisory	WM	Station CBRN Lecture (DIM Officer)	Operations Development course	Absence Management
		e-Learning modules	ICS (Hydra)	Leadership Workshop
			Minerva	360 Appraisal
			Command Assessment	IOSH Managing Safely
			Tactical Firefighting	
			Water Awareness (continuation)	Discipline & Grievance
			Level 1Line Rescue (continuation)	Equality & Diversity ('07 -)
			Breathing Apparatus Instructor	Media training
			HazMat Instructor	Project Management
			CasMan / First Aid at Work	Equality Impact Assessment ('06 -)
			Fire Investigation	NEBOSH General Certificate
			e-learning	Ashridge e-learning
			Fitness Instructor	A1 Assessor
				Manual Handling

Silver Command Middle	SM	Officer Command course	FDS Water Awareness	Certificate in Management Studies
		Police Major Incident Management	Officer Command course	Diploma in Management Studies (DMS)
		Exercise Saton Force	Minerva	Absence Management
		COMAH Exercise (Silver)	e-learning	NEBOSH General Certificate
		SCG Exercise (Gold Support)	Silver Command exercise	Behavioural Interviewing
		e-Learning modules	Fire Investigation	Discipline & Grievance
			Technical Rescue	Ashridge e-learning
			HazMat / DIM	Equality & Diversity ('07 -)
			Command	Media training
			Wild Fire	Project Management
			BA Officer	Equality Impact Assessment ('06 -)
			Ops Driving	SM Manual Handling
				Verifier Award

Silver Command Middle	GM	Police Major Incident Management	Silver Command exercise	GM Development Programme
		Exercise Saton Force	Group Manager Silver Command	Diploma in Management Studies (DMS)
		COMAH Exercise (Silver)	Ops Driving	Master of Business Administration(MBA)
		SCG Exercise (Gold Support)		Management by Action Learning (MA)
		UK Ops Shrivenham		Equality & Diversity ('07 -)
		Winterbourne Gunner (Silver)		Media training
		Resilience Awareness Updates		Ashridge e-learning
		e-Learning modules		Project Management
				Safety for Senior Executives
				Equality Impact Assessment ('06 -)

Gold Command Strategic	AM & PO	Resilience Awareness Updates	Gold Command FSC	AM Development Programme
		Winterbourne Gunner (Gold)	Ops Driving	Executive Leadership Programme
		SCG Exercise Gold Commander		Diploma in Management Studies (DMS)
				Master of Business Administration(MBA)
				Management by Action Learning (MA)
				Equality & Diversity ('07 -)
				Media training
				Safety for Senior Executives
				Ashridge e-learning
				Equality Impact Assessment ('06 -)

Key:

- Annual re-validation required
- 2 year re-validation required
- 3 year re-validation required
- Brigade programme re-validation
- Optional Qualification (1 year programme if DMS is held)
- Dependent on role assigned when promoted
- Specific training dependant on role

10 14
FIRE
INCIDENT
COMMANDER

Watch Based Instructor Levels

Instructor	Breathing Apparatus	Hazardous Materials	Casualty Care (CASMAN)	Watch Transport (SAVER)	Fitness	Level 2 Rope Supervisor	Level 2 Water Instructor	Driving Aerial Prime Mover	A2	A1
Role Entry Level	CM	CM	FF	CM	FF	FF	FF	FF	FF	WM
Refresher	3 yearly & Annual Seminars	Seminars	3 yearly	2 yearly (inc Tool Technician)	Seminars	2 yearly (Outreach)	2 yearly (Outreach)	3 yearly	Annual monitor	Annual monitor
1 Pump	1	1	1	1	1	1	1	N/A		
1 Pump 1 Special	1	1	1	1	1	N/A	N/A	1		
2 Pump 1 Special	1	1	1	1	1	N/A	1	1		
2 Pump 2 Special	1	1	1	1	1	N/A	N/A	1		

In addition specialist instructors are assigned to specific stations to meet the individual needs of that station, for example USAR Instructors.

Training Requirements – Mobilising and Communications Centre

		Resilience & Multi Agency	Command & Operations	Management & Leadership
Supervisory	FCOp	Trainee Course *	E-learning *	Working Safely *
				Equality & Diversity ('07 -) *
	CM		ICS (Hydra)	Management qualification (at level
			Minerva	acceptable for role) *
				Absence Management
				IOSH Managing Safely *
				Watch Officer Training & Development
				Discipline & Grievance *
				Equality & Diversity ('07 -) *
				Equality Impact Assessment ('06 -) *
	WM		ICS (Hydra)	Management qualification (at level
			Minerva	acceptable for role) *
				Absence Management *
				Leadership Workshop
				360 Appraisal
				IOSH Managing Safely *
				Watch Officer Training & Development
				Discipline & Grievance *
				Equality & Diversity ('07 -) *
				Equality Impact Assessment ('06 -) *
Middle	GM		Silver Command exercise	Certificate in Management Studies
			Group Manager Silver Command	Diploma in Management Studies (DMS)
				Master of Business Administration(MBA)
				Management by Action Learning (MA)
				Safety for Senior Executives *
				Equality & Diversity ('07 -) *
				Equality Impact Assessment ('06 -) *
				Media training *

Training Requirements - Fire & Rescue Staff, Community Safety and Fire Safety

	Grade	Fire & Rescue Staff	Community Safety	Fire Safety
Supervisory	1 to 4	Working Safely *	Working Safely *	
		Equality & Diversity ('07 -) *	Equality & Diversity ('07 -) *	
	5 to 7	IOSH Managing Safely	IOSH Managing Safely	NEBOSH Fire Safety *
		Equality & Diversity ('07 -) *	Equality & Diversity ('07 -) *	Equality & Diversity ('07 -) *
		Ashridge e-learning	Ashridge e-learning	NVQ level 3*
				Ashridge e-learning
				First Responder*
				Risk Assessment (CS Todd)
				Fire Service College*
				Conflict Management*
				Manual Handling*
				Working Safely *
				Fire Safety Workbook

Supervisory	8 to 10	Management qualification (at level acceptable for role)	Management qualification (at level acceptable for role)	Management qualification (at level acceptable for role)
		Absence & Attendance Management *	Absence & Attendance Management *	Absence & Attendance Management *
		Leadership Workshop	Leadership Workshop	Leadership Workshop
		Equality Impact Assessment ('06 -)	Ashridge e-learning	Ashridge e-learning
		IOSH Managing Safely *	IOSH Managing Safely *	NVQ level 3*
		Discipline & Grievance *	Discipline & Grievance *	Discipline & Grievance *
		Equality & Diversity ('07 -) *	Equality & Diversity ('07 -) *	Equality & Diversity ('07 -) *
			Media training	Time Management*
			Equality Impact Assessment ('06 -) *	Fire Service College *
				Bond Solon*
				Mentoring / Coaching*
				Manual Handling*
				Fire Engineering course*

Middle	11 & 12	Management qualification (at level acceptable for role)	Management qualification (at level acceptable for role)	Management qualification (at level acceptable for role)
		Certificate in Management Studies	Certificate in Management Studies	Certificate in Management Studies
		Diploma in Management Studies	Diploma in Management Studies	Diploma in Management Studies
		Absence & Attendance Management *	Absence & Attendance Management *	Absence & Attendance Management *
		NEBOSH General Certificate	NEBOSH General Certificate *	NEBOSH General *
		Behavioural Interviewing *	Behavioural Interviewing *	Fire Engineering courses *
		Discipline & Grievance *	Discipline & Grievance *	Discipline & Grievance *
		Ashridge e-learning	Ashridge e-learning	Ashridge e-learning
		Equality & Diversity ('07 -) *	Equality & Diversity ('07 -) *	Equality & Diversity ('07 -) *
		Media training	Media training	A1 / V1
		Equality Impact Assessment ('06 -) *	Equality Impact Assessment ('06 -) *	Equality Impact Assessment ('06 -) *
		360 Appraisal	360 Appraisal	360 Appraisal

Middle	13 & 14	Management qualification (at level acceptable for role) *	Management qualification (at level acceptable for role) *	Management qualification (at level acceptable for role) *
		Diploma in Management Studies	Diploma in Management Studies	Diploma in Management Studies
		Master of Business Administration (MBA)	Master of Business Administration (MBA)	Master of Business Administration (MBA)
		Management by Action Learning (MA)	Management by Action Learning (MA)	Management by Action Learning (MA)
		Equality & Diversity ('07 -) *	Equality & Diversity ('07 -) *	Equality & Diversity ('07 -) *
		Equality Impact Assessment ('06 -) *	Equality Impact Assessment ('06 -) *	Equality Impact Assessment ('06 -) *
		Media training	Media training	Media training
		Ashridge e-learning	Ashridge e-learning	Ashridge e-learning
		Safety for Senior Executives	Safety for Senior Executives *	Safety for Senior Executives *

Strategic	EO	Management qualification (at level acceptable for role) *	Management qualification (at level acceptable for role) *	Management qualification (at level acceptable for role) *
		Executive Leadership Programme	Executive Leadership Programme	Executive Leadership Programme
		Diploma in Management Studies (DMS)	Diploma in Management Studies (DMS)	Diploma in Management Studies (DMS)
		Master of Business Administration (MBA)	Master of Business Administration (MBA)	Master of Business Administration (MBA)
		Management by Action Learning (MA)	Management by Action Learning (MA)	Management by Action Learning (MA)
		Equality & Diversity ('07 -) *	Equality & Diversity ('07 -) *	Equality & Diversity ('07 -) *
		Media training *	Media training *	Media training *
		Ashridge e-learning	Ashridge e-learning	Ashridge e-learning
		Equality Impact Assessment ('06 -) *	Equality Impact Assessment ('06 -) *	Equality Impact Assessment ('06 -) *
		Safety for Senior Executives *	Safety for Senior Executives *	Safety for Senior Executives *

Key:

1 year programme if DMS is held
3 year re-validation required
Brigade programme re-validation
* Mandatory Course / Qualification

The above courses are dependent on the role the individual is employed in and whether a need has been identified by their line manager within their PDR meeting.

Courses will only be available after consultation with the Area Manager of Training and Development.

FIRE
FIRE
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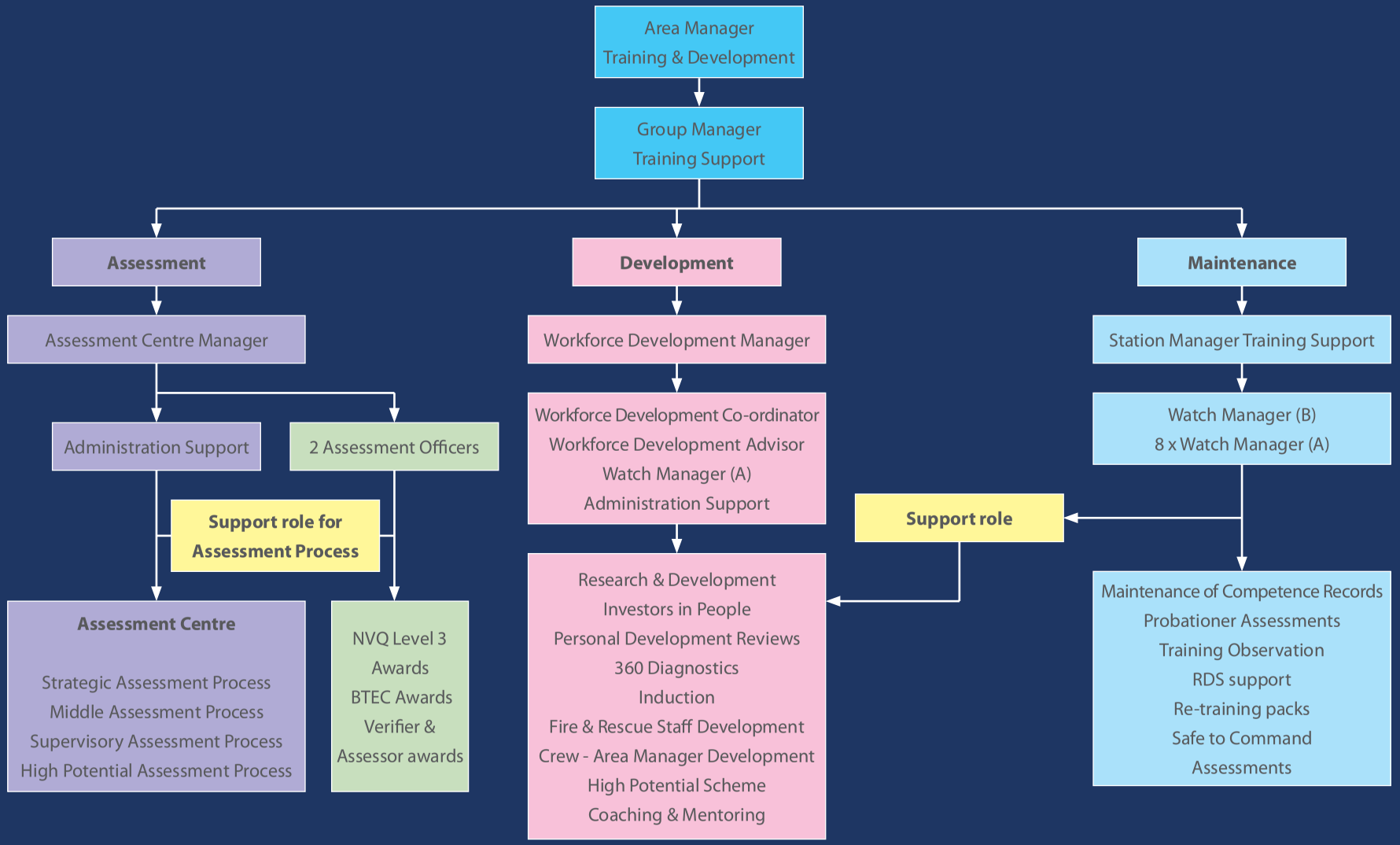
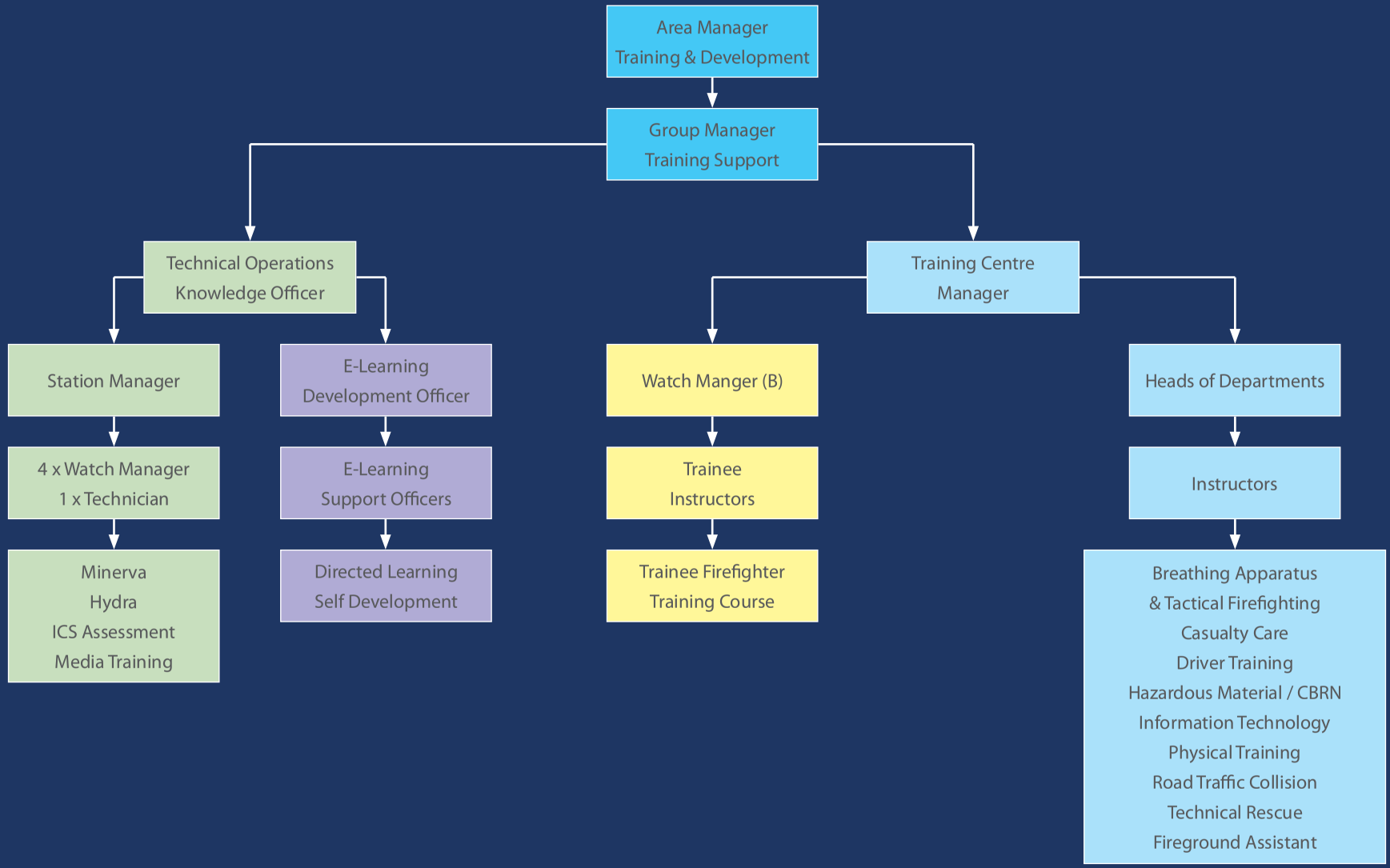
Training Support Function



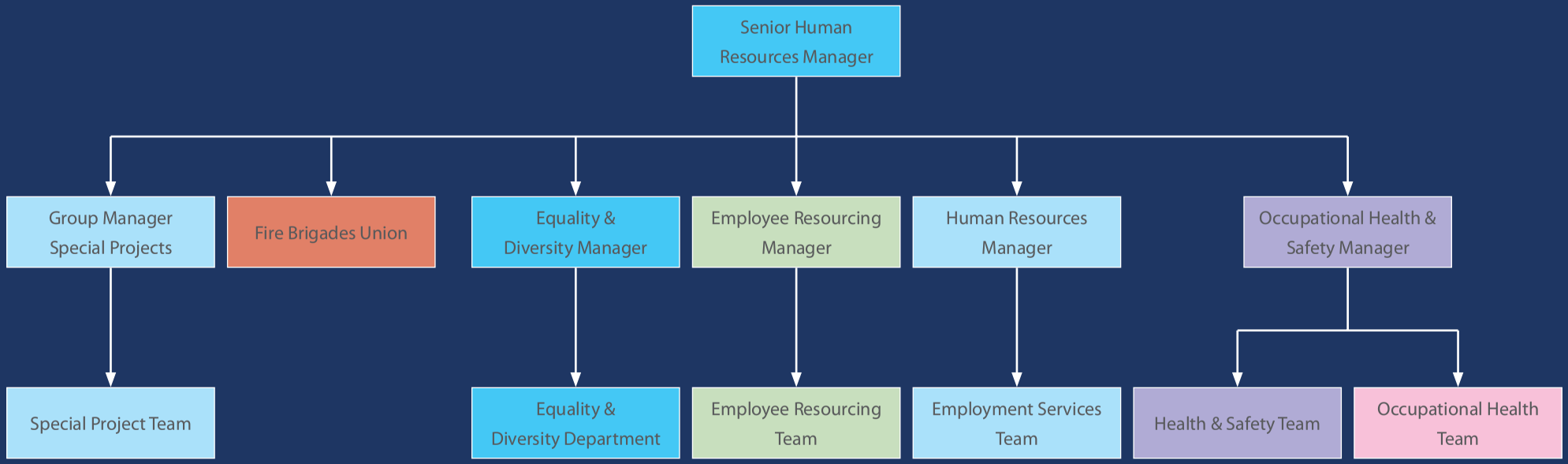
Appendix 1

Training Delivery Function



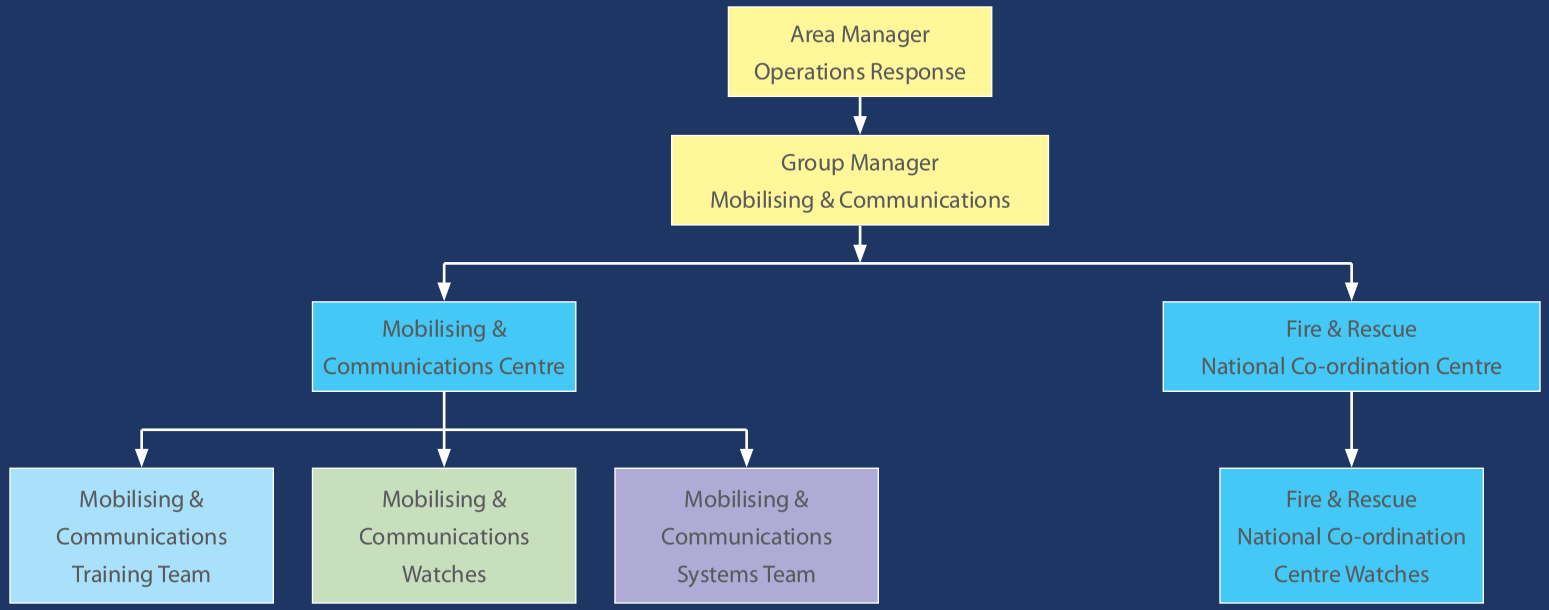
Appendix 2

Human Resources Function

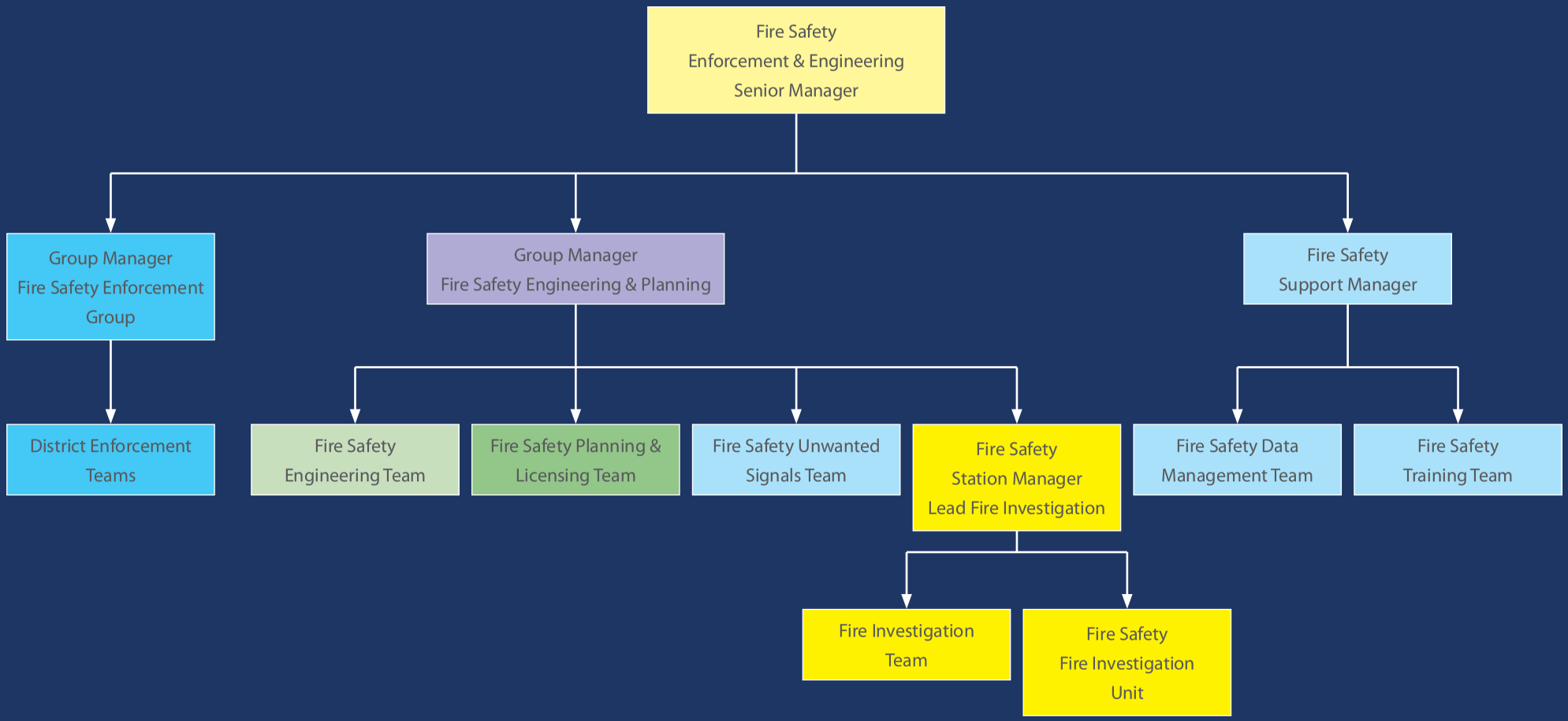


Appendix 3

Mobilising & Communications Function



Fire Safety Function



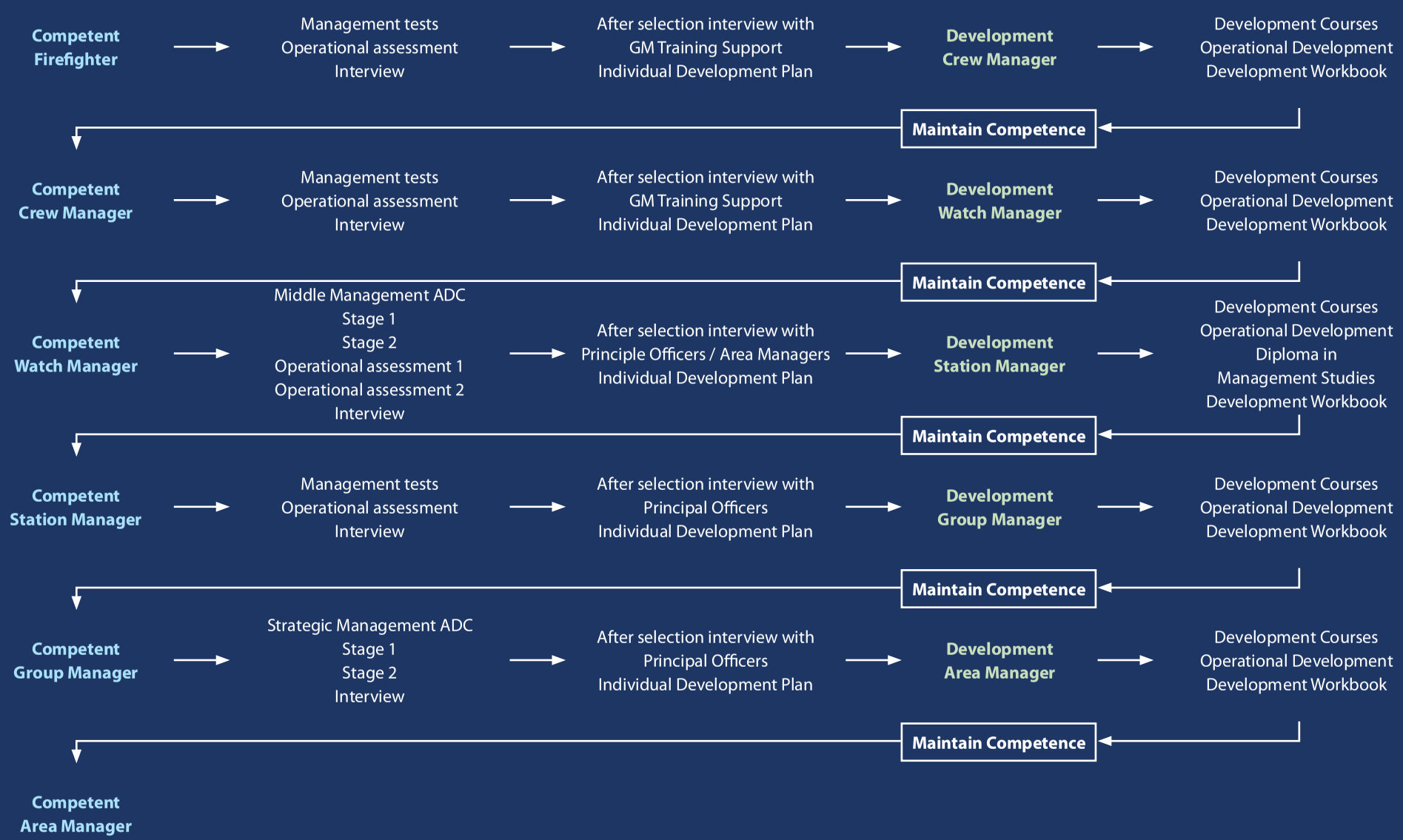
Appendix 5

Community Safety Function

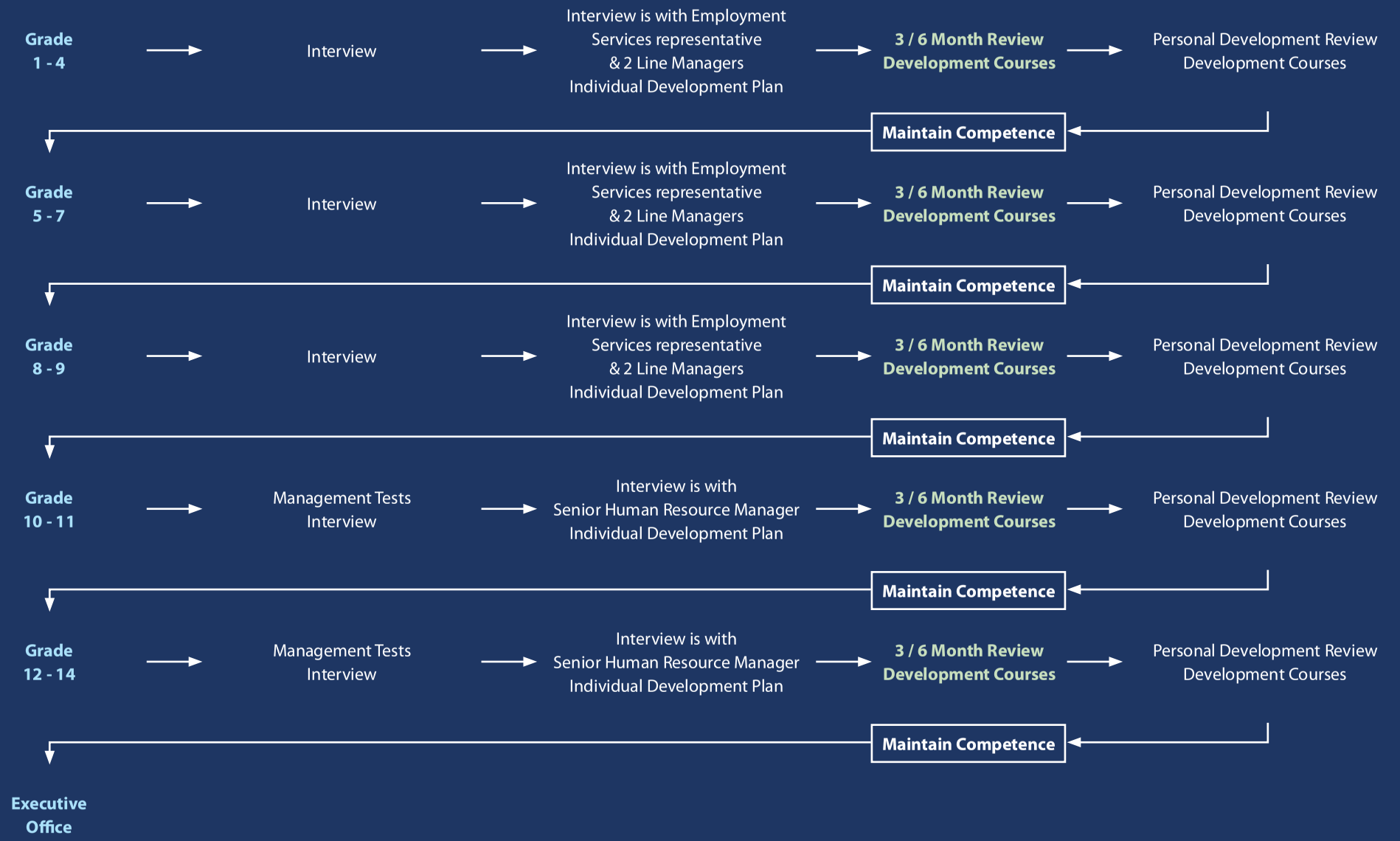
Appendix 6

FIRE SAFETY
IN THE HOME
Jubilee

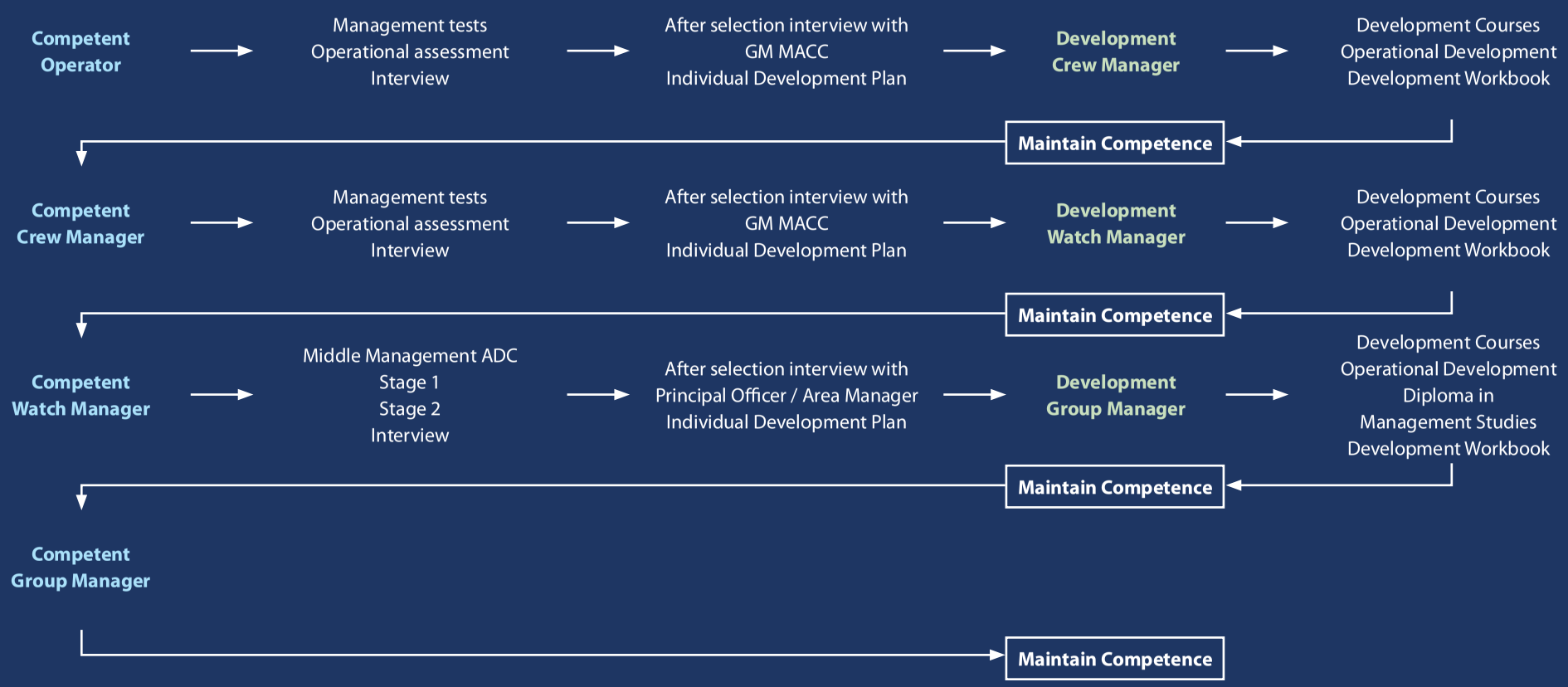
Operational Promotion Flowchart



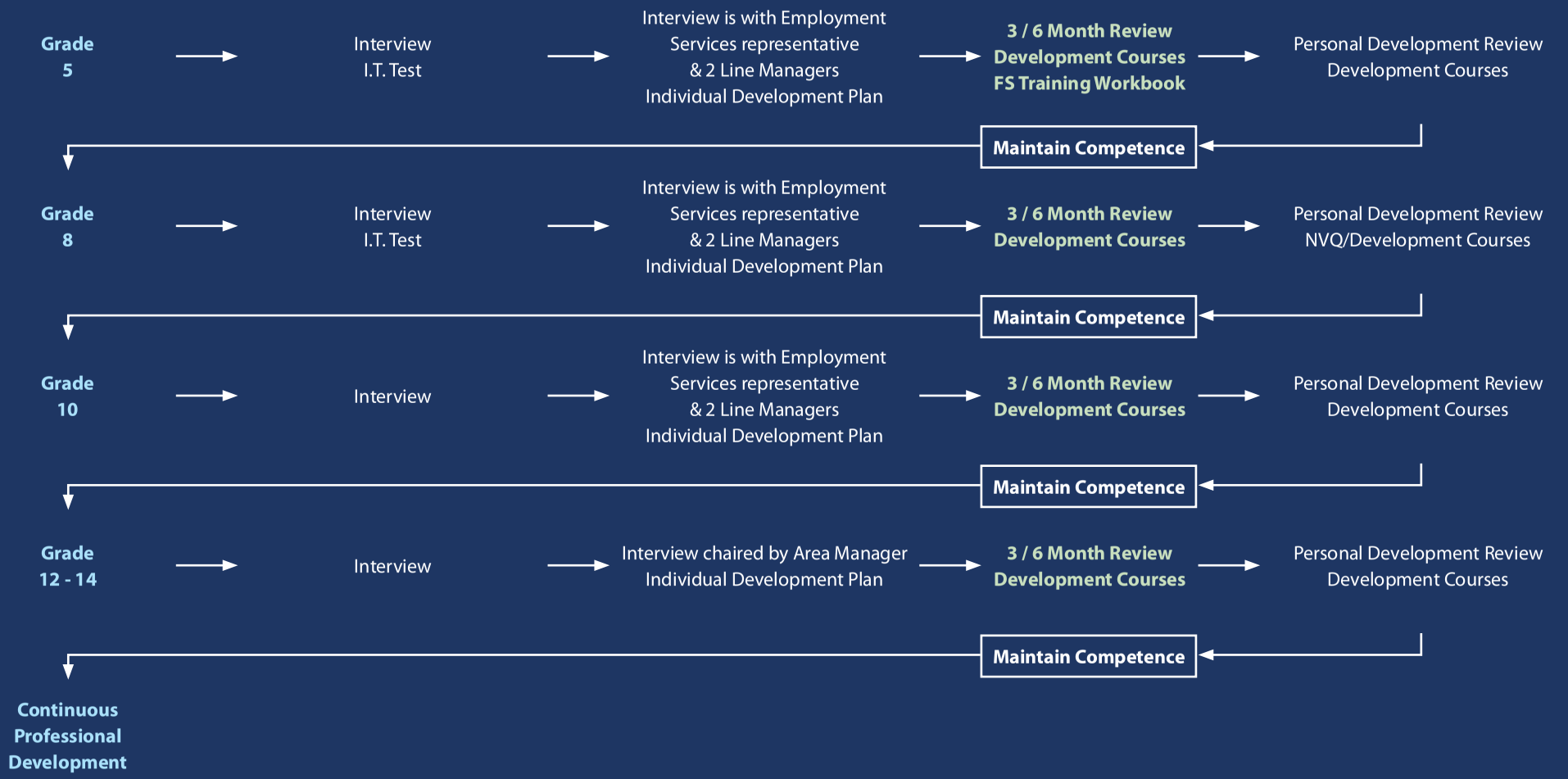
FRS Promotion Flowchart



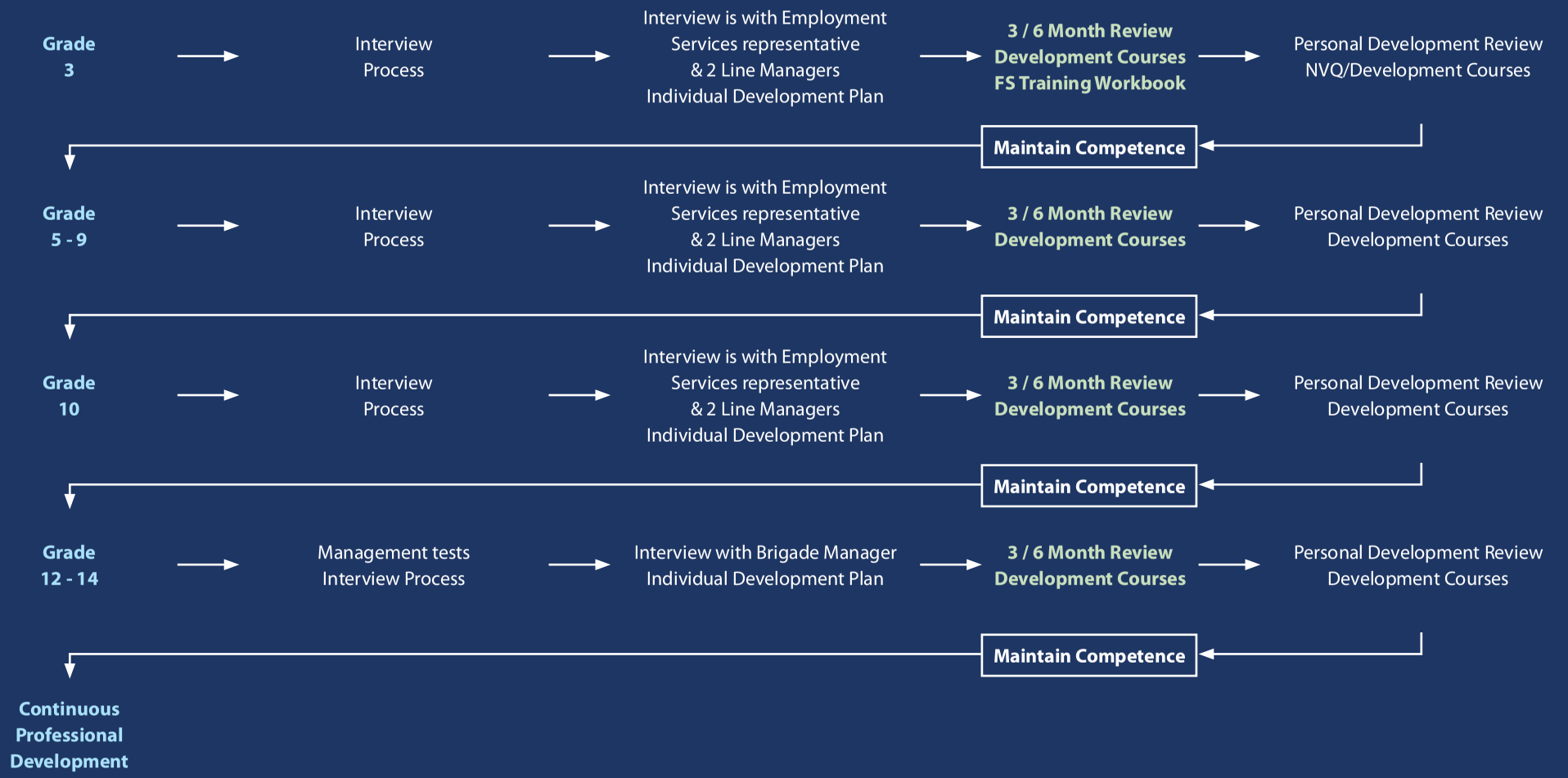
MACC Promotion Flowchart



Fire Safety Promotion Flowchart



Community Safety Promotion Flowchart



West Bowling

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