Unit 5: Leadership and Management in Fire and Rescue

Introduction

This unit provides candidates with the opportunity to develop and demonstrate their understanding of leadership and management. It focuses on the importance of effective management in contributing to the performance of an organisation. It encompasses organisation structure, planning and operation as well as people management.

Learning Outcomes

Candidates who achieve this unit should be able to:

- Identify, explain and describe good practice in relation to leadership and management
- Explain the role of leadership and management in delivering organisation objectives
- Evaluate the contribution of leaders and managers in the fire and rescue context

Unit Status

This is an optional unit.

Content

1. Health and Safety

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<thead>
<tr>
<th>Assessment Objective</th>
<th>Knowledge, Understanding and Skills</th>
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</table>
| 1.1 Explain the importance of health and safety in the workplace | • Importance of health and safety in the workplace  
• Importance of a written health and safety policy  
• The implications for organisations that do not manage health and safety in the workplace effectively including financial, operational and legal implications |
| 1.2 Explain the role of the manager in meeting Health and Safety requirements and review the contribution that managers can make | • Responsibilities and liabilities of employers and employees  
• How to communicate the written health and safety policy statement to team members and to other relevant parties  
• Ways of developing a culture of health and safety in teams and across the workplace  
• Causes of workplace stress and the manager’s role in preventing stress  
• The importance of setting a good example to others in relation to health and safety  
• How to work with others on health and safety issues including team members, stakeholders, trade unions  
• How to make and apply decisions based on the |
### 1.3 Identify and analyse the steps that organisations and individuals can take to enhance health and safety in the workplace

- How to identify hazards and risks that may arise in the workplace affecting people and the environment
- How to establish and use systems for identifying hazards and assessing risks and the actions that should be taken to control or eliminate them
- The ALARP and Safe Person Concept principles
- The importance of keeping up with the legislative and other developments relating to health and safety
- How and when to review the application of the written health and safety development
- Sources of specialist expertise in relation to health and safety
- How to establish systems for monitoring, measuring and reporting on health and safety performance
- Why and how health and safety should inform planning and decision-making
- The type of resources required to deal with health and safety issues

### 2. Human Resources

#### Assessment Objective

**2.1 Describe HR policies and procedures and explain how they are implemented in the workplace**

- The role, implementation, elements and importance of:
  - A grievance procedure
  - A discipline procedure
  - Recruitment and selection procedures
- The importance of valuing the concepts of equality and diversity
- The importance of work/life balance
- The importance of good employee relations
- The role and purpose of a statement of particulars
- The role of workforce planning
- The role of job evaluation and methods used

#### Knowledge, Understanding and Skills

- The manager’s role in implementing policies and procedures

### 3. Learning and Development

#### Assessment Objective

**3.1 Explain how managers can promote learning and development in their team**

- Ways in which managers can develop an environment in which learning is valued
- Why it is important to encourage colleagues to take responsibility for their own learning and development
- How to identify learning needs
- How to prioritise the learning needs of team members taking into account the priorities and requirements of the organisation and the personal and career development needs of colleagues
### 3.2 Explain how managers can support individuals in accessing and using learning opportunities

- The range of different learning styles and how to support colleagues in identifying the particular learning styles that work best for them
- How to identify and obtain information on different learning activities
- The type of support colleagues might need to undertake learning activities, the resources needed and the types of obstacles they may face
- The importance of regularly reviewing and updating written development plans in the light of performance, the learning activities undertaken and any wider changes
- How to provide learning and development opportunities for colleagues while taking into account equality legislation, relevant codes of practice and general diversity issues

### 3.3 Explain how managers can use learning and development opportunities to improve team performance

- The benefits of learning and development for individuals and organisations and how to promote these benefits to colleagues
- How to set SMART learning objectives
- Why it is important to have a written development plan, what it should contain and why it needs to be reviewed
- How to evaluate whether or not a learning activity has achieved the desired learning objectives
- The importance of commitment to continuing professional development (CPD)

### 3.4 Explain how managers can use learning and development opportunities to improve their own performance

- The principles which underpin professional development
- The importance of considering values and career and personal goals and how to relate them to jobs and professional development
- How to evaluate the current requirements of a work role and how the requirements may evolve in the future
- How to set SMART objectives
- How to identify development needs
- What an effective development plan should contain and the timescale that it should cover
- The range of different learning styles and how to identify those that are most suited to personal needs
- The types of training and developmental activities
which can be undertaken to address identified gaps in knowledge understanding and skills

- How you would identify whether and how development activities have contributed to your performance
- How to update work objectives and development plans in the light of performance and feedback received

### 4. Communication

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| **4.1 Explain the importance of communication within an organisation** | - The importance of lines and methods of communication/reporting in the workplace  
- The different types of organisational structures  
- The importance of knowing roles, responsibilities and limits to the authority of different roles  
- The benefits of good communication for the organisation and for external users of the organisation’s services and products  
- How information can contribute to organisational effectiveness  
- Impact of poor communication on an organisation  
- Ways in which organisations can attempt to overcome the barriers to effective communications |
| **4.2 Explain the process of communication** | - The principles of effective communication  
- The barriers to effective communication  
- How to identify people’s preferred means of communication - languages, styles, timing and pace  
- The importance of structuring communication in ways that facilitate people’s reception and understanding, and how to do this  
- How to help people retain information and knowledge  
- The importance of using verbal and non-verbal methods  
- The importance of carefully explaining jargon, technical terms, acronyms and abbreviations  
- Importance of confirming that people have received and understood information and how to do this  
- Methods of communication |
| **4.3 Explain the manager’s role in communicating information and knowledge** | - How to assess the information needs of team members, colleagues and line managers  
- The importance of communicating information and knowledge only to those who have a right to it  
- The importance of checking the currency, accuracy and completeness of information and knowledge to be communicated and how this could be achieved  
- The importance of conveying the status of information i.e. whether it is based on rigorously researched evidence, widely accepted facts or personal opinion |
## 5. Leadership and Management

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| 5.1 Describe different types of leadership and evaluate their benefits | - Different leadership styles and how to select and apply these to different situations and people  
- How to select and successfully apply different methods for encouraging, motivating and supporting people and recognising achievement |
| 5.2 Explain the importance of effective management and leadership | - Problems which can occur when there is an absence of effective leadership and management  
- The differences between management and leadership  
- The importance of planning, organising and coordinating skills  
- Role of leaders in ensuring that all aspects of the organisation work in harmony i.e. structure, systems, style, staff, skills  
- The benefits of creating and maintaining a culture which encourages and recognises creativity and innovation  
- The importance of encouraging staff participation in decision making and how this can be achieved  
- The importance of encouraging others to take the lead and ways in which this can be achieved  
- The causes of poor staff motivation  
- The importance of achieving a balance between, task, team and individual |
| 5.3 Explain how managers and leaders influence organisations and individuals | - The importance of organisational culture  
- How change can be effectively managed  
- How to be a good role model  
- The factors which influence employee relations |

## 6. Managing Individual and Team Performance

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| 6.1 Explain the purpose and importance of performance management | - The importance of formal and informal staff appraisal  
- Importance of briefing individuals and/or teams on the standard and level of expected performance |
| 6.2 Explain the importance of planning and review methods for developing and implementing plans | - How to produce a realistic and achievable work plan and communicate it to a team  
- How to involve staff in the development of work plans  
- How to produce a plan of work, describing how to identify any priorities or critical activities as well as making resources available  
- How to review plans in an on-going basis and how to review and amend if needed  
- How to take due account of health and safety issues in the planning, allocation and monitoring of work |
| 6.3 Explain how managers should allocate work | • Why and how to allocate work to individuals and/or teams on a fair basis  
• How delegation of work can assist with achievement  
• The principles and methods of delegation  
• The importance of showing individuals and/or teams how their work fits in with the vision and objectives of the area and those of the organisation  
• Ways of encouraging individuals and teams to ask questions and to seek clarification on work allocated |
| --- | --- |
| 6.4 Explain how managers should monitor progress and quality | • Effective ways of monitoring the progress and quality of the work of individuals/teams against the standards of expected performance  
• Why it is important to monitor for conflict, identify the cause(s) of conflict and deal with it promptly  
• Problems and unforeseen events that may occur and how to support individuals/teams in dealing with them  
• Ways of providing prompt and constructive feedback to individuals and teams  
• The additional support and resources that individuals and teams might require to complete their work  
• How to log information about the on-going performance of individuals/teams and how to use this information for the purposes of formal performance appraisal |
| 6.5 Explain how managers develop and retain effective engagement with their teams | • The importance of trust between a manager and team members  
• How to encourage team members to approach managers with problems affecting their performance  
• The importance of confidentiality and record keeping |
| 6.6 Explain how to identify and analyse poor performance | • The importance of identifying performance issues and bringing these promptly to the attention of the team members concerned  
• The causes of poor performance  
• How to gather and check information to identify the problem and its cause |
| 6.7 Explain how to address poor performance | • The importance of discussing and agreeing with the team member a timely and effective way of dealing with a problem  
• Formal and informal systems for handling conflict  
• The types of difficulties and challenges that staff may present and ways of identifying and overcoming them  
• The range of alternative actions to deal with a problem  
• When to refer a team member to support services or specialists  
• The importance of ensuring that actions are in line with the organisation’s policies for managing people and their performance |
7. Working with colleagues

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| 7.1 Explain how managers can develop productive relationships with internal and external colleagues | • The importance of regarding colleagues as customers and suppliers  
• The benefits of developing productive working relationships with colleagues  
• How to identify disagreements with colleagues and the techniques for resolving them  
• How to identify conflicts of interest with colleagues and describe the measures that can be used to manage or remove them  
• How to take account of diversity issues when developing working relationships with colleagues  
• Why it is important to exchange information and resources with colleagues  
• How to get and make use of feedback from colleagues on your own performance  
• How to provide colleagues with useful feedback  
• How to work effectively with a line manager |
| 7.2 Explain how meetings can contribute to the delivery of objectives | • The use of meetings and how the potential of a meeting can be maximised |

8. Organisational Planning

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| 8.1 Explain how managers can contribute to the development of plans and targets | • The importance of strategic planning  
• The influences on the development of strategic plans  
• The role of corporate, departmental, team and individual plans  
• The characteristics of effective plans and targets  
• The characteristics of effective decision making  
• The principles and methods of short-to-medium term planning  
• The importance of creativity and innovation in operational planning  
• The importance of effective project management  
• How to analyse and manage organisational risk  
• How to develop and plan for contingencies  
• The importance of budgetary planning and control  
• How to develop and assign objectives which are SMART |
| 8.2 Explain how to implement plans and monitor outcomes | • How to monitor and control operational plans  
• How to develop and use an evaluation framework  
• The importance of records and management information  
• How to use resources effectively to achieve objectives  
• The role of quality management systems |
## 9. Information and Investigation

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| **9.1 Explain how information can be managed and shared**                              | • The importance of effective record systems  
• The importance of effective knowledge management within an organisation  
• The importance of management information  
• How to access, interpret and provide relevant information, including feedback  
• The different ways in which knowledge can be shared  
• The value of debriefing sessions  
• How to carry out an investigation requiring the collection and validation of information  
• The methods and principles of report writing |
| **9.2 Explain how to carry out investigations and how to use these to improve practices and procedures** | • Different types of investigation required within the organisation  
• How to conduct an investigation  
• How to gather and present evidence  
• How to identify and preserve evidence  
• How to support the investigation of an event  
• The different types of evidence and their importance |