# IFE Level 3 Diploma in Fire Science and Fire Safety (VRQ)

## Unit 5: Leadership and Management in Fire and Rescue

**Unit Reference Number: J/505/6010**

## Introduction

This unit 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:

- explain good practice in relation to leadership and management
- assess the role of leadership and management in delivering organisation objectives
- assess the role of policy and procedures in delivering organisation objectives
- evaluate the contribution of leaders and managers in the fire and rescue context

## Unit Status

Optional

## Content

## 1. Health and Safety

| Assessment Objective | Knowledge, Understanding and Skills |
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| 1.1 Explain the importance of health and safety in the workplace | <ul><li>Importance of health and safety in the workplace</li><li>Importance of  a written health and safety policy</li><li>The implications for organisations that do not manage health and safety in the workplace effectively including financial, operational and legal implications</li></ul> |
| 1.2 Explain the role of the manager in meeting health and safety requirements and review the contribution that managers can make | <ul><li>Responsibilities and liabilities of employers and employees</li><li>How to communicate the written health and safety policy statement to team members and to other relevant parties</li><li>Ways of developing a culture of health and safety in teams and across the workplace</li></ul> |

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| | • Causes of workplace stress and the manager's role in preventing stress<br>• The importance of setting a good example to others in relation to health and safety<br>• How to work with others on health and safety issues including team members, stakeholders, trade unions<br>• How to make and apply decisions based on the assessment of risk |
| 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<br>• How to establish and use systems for identifying hazards and assessing risks<br>• The actions that should be taken to control or eliminate hazards and risks<br>• The ALARP, Safe Person Concept and Safety Precedence Procedure principles<br>• The importance of keeping up with the legislative and other developments relating to health and safety<br>• How and when to review the application of the written health and safety development<br>• Sources of specialist expertise in relation to health and safety<br>• How to establish systems for monitoring, measuring and reporting on health and safety performance<br>• Why and how health and safety should inform planning and decision-making<br>• The type of resources required to deal with health and safety issues |

## 2. Human Resources

| Assessment Objective | Knowledge, Understanding and Skills |
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| 2.1 Explain how Human Resources policies and procedures are implemented in the workplace and assess their contribution to organisation effectiveness | • The role, implementation, elements and importance of:<br>   ○ A grievance procedure<br>   ○ A discipline procedure<br>   ○ Recruitment and selection procedures<br>• The importance of valuing the concepts of equality and diversity<br>• The importance of work/life balance<br>• The importance of good employee relations<br>• The role and purpose of a statement of particulars<br>• The role of workforce planning<br>• The role of job evaluation and methods used |
| 2.2 Explain how managers contribute to Human Resource policies | • The manager's role in implementing policies and procedures<br>• How managers contribute to the development and review of policies and procedures |

## 3. Learning and Development

| Assessment Objective | Knowledge, Understanding and Skills |
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| 3.1 Explain how managers can promote learning and development in their team and assess how this contributes to organisation effectiveness | • Ways in which managers can develop an environment in which learning is valued<br>• Why it is important to encourage colleagues to take responsibility for their own learning and development<br>• How to identify learning and development needs<br>• 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<br>• The range of different learning styles and how knowledge of learning styles can assist a manager in training and developing team members<br>• The different types of learning and development activities, their advantages and disadvantages and the resources they require, e.g. time, fees, substitute staff<br>• How to provide fair, regular and useful feedback to colleagues on their work performance<br>• The characteristics of a learning organisation |
| 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 learning styles that work best for them<br>• How to identify and obtain information on different learning activities/opportunities<br>• The type of support colleagues might need to undertake learning activities, the resources needed and the types of obstacles they may face<br>• The importance of regularly reviewing and updating written development plans in regard to workplace performance, the learning activities completed and any wider changes planned for the organisation<br>• How to provide learning and development opportunities for colleagues while taking into account equality and diversity legislation, relevant codes of practice and organisational policies |
| 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<br>• How to set SMART learning objectives<br>• Why it is important to have a written development plan, what it should contain and why it needs to be reviewed<br>• How to evaluate whether or not a learning activity has achieved the desired learning outcomes<br>• The reasons for, and benefits of, commitment to continuing professional development (CPD) |

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| 3.4 Explain how managers can use learning and development opportunities to improve their own performance | <ul><li>The principles which underpin continuing professional development</li><li>The importance of reviewing own performance and evaluating how learning and development opportunities may improve workplace performance</li><li>How to evaluate the current skills, knowledge and ability required to fulfil a work role taking into account future workplace changes and developments</li><li>How to set SMART objectives</li><li>How to identify learning and development needs</li><li>What an effective development plan should contain including time-scales for achievement</li><li>The range of different learning styles and how to identify those most suited to personal needs</li><li>The types of training and developmental activities that may enable managers to address identified gaps in knowledge, understanding and skills</li><li>How to evaluate to what extent learning and development activities have contributed to your workplace performance</li><li>How to update workplace objectives and development plans in the light of performance and feedback received</li></ul> |
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## 4. Communication

| Assessment Objective | Knowledge, Understanding and Skills |
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| 4.1 Explain the importance of communication within an organisation and assess the implications of different approaches | <ul><li>The different types of organisation structures and lines of communication, eg, vertical and horizontal</li><li>The different methods and skills of communication, reporting, and receiving feedback in the workplace</li><li>The importance of understanding roles, responsibilities and the limits of authority of different roles</li><li>The benefits of effective communication for the organisation and for external users of the organisation's services and products</li><li>How good methods of communication can contribute to the organisation's effectiveness</li><li>The problems which can result from lack of effective communications and the impact that poor methods of communication can have on an organisation</li><li>The ways in which organisations may overcome the barriers to effective communications</li></ul> |
| 4.2 Explain the process of communication | <ul><li>The skills, knowledge and methods of effective communication</li><li>The barriers to effective communication</li><li>How to identify and apply effective methods of communication - language, style, timing and pace</li></ul> |

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| | • The importance of ensuring methods of communication enhance the listener's ability to understand and retain knowledge and information<br>• The importance of understanding how verbal and non-verbal communication may enhance understanding<br>• The importance of carefully explaining jargon, technical terms, acronyms and abbreviations<br>• Importance of confirming that people have received and understood information and how to do this |
| 4.3 Assess the manager's role in communicating information and knowledge | • How to evaluate the information needs of team members, colleagues and line managers<br>• The importance of maintaining confidentiality when required<br>• The importance of checking the currency, accuracy and validity of information and knowledge and how this could be achieved<br>• The importance of identifying sources of information i.e. whether it is based on rigorously researched evidence, widely accepted facts or personal opinion |

## 5. Leadership and Management

| Assessment Objective | Knowledge, Understanding and Skills |
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| 5.1 Describe different types of leadership and assess their benefits in different situations | • Different leadership styles and how to select and apply them to different situations and people<br>• How different leadership styles may be applied to encourage, motivate and support team members, and to recognise 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<br>• The differences between management and leadership<br>• The importance of planning, organising and coordinating skills<br>• Role of leaders in ensuring that all aspects of the organisation work in harmony i.e. structure, systems, style, staff, skills<br>• The benefits of creating and maintaining a culture which encourages creativity and innovation<br>• The importance of encouraging staff participation in decision making and how this can be achieved<br>• The importance of encouraging others to take the lead and ways in which this can be achieved<br>• The causes of poor staff motivation<br>• The importance of achieving a balance between, task, team and individual |
| 5.3 Explain how managers and leaders influence organisations and individuals | • Organisational culture and its effects<br>• How change to organisational culture can be managed |

|  | • How to be a good role model |
|  | • The factors which influence employee relations |
|  | • The role of leaders and managers in the effective introduction of change |
|  | • The responsibilities at different levels within an organisation i.e. top manager, department manager, team leader, team member |

## 6. Managing Individual and Team Performance

| Assessment Objective | Knowledge, Understanding and Skills |
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| 6.1 Explain the purpose of, and assess the impact of, performance management | • The components of formal and informal staff appraisal<br>• The importance of developing and agreeing the standard and level of workplace performance with individuals and/or teams |
| 6.2 Explain the importance of planning and review methods for developing and implementing plans | • How to produce and agree a realistic and achievable work plan with team members<br>• How to produce a work plan that identifies priorities, objectives, time-scales and/or critical activities, together with resources required for implementation<br>• How to regularly review and amend work plans in accordance with progress<br>• 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 | • How work may be fairly allocated and agreed with individuals and/or teams<br>• How delegation of work can assist with the achievement of work plans<br>• The principles and methods of delegating work including objectives, time-scales and methods of reporting/review<br>• The importance of showing individuals and/or teams how their work fits in with the vision and objectives of the team and organisation<br>• 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<br>• Why it is important to monitor, identify and promptly deal with causes of conflict<br>• The identification of problems and unforeseen events and how to support individuals/teams in dealing with them<br>• Ways of providing prompt and constructive feedback to individuals and teams<br>• The additional support and resources that individuals and teams might require to complete their work |

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| | • How to review and record individual/team performance/achievement for the purpose of formal performance appraisal meetings |
| 6.5 Explain how managers develop and retain effective engagement with their teams | • The importance of trust between a manager and team members<br>• How to encourage team members to approach managers with problems affecting their performance<br>• The importance of confidentiality and record keeping<br>• The importance of managers in motivating their staff to achieve organisational goals |
| 6.6 Explain how to identify and address poor performance | • The importance of identifying and analysing performance issues and promptly bringing these to the attention of team members<br>• The causes of poor performance<br>• How to gather and check information to analyse the causes of poor performance<br>• The importance of discussing and agreeing with the team member a timely and effective way of dealing with a problem<br>• Formal and informal systems for handling conflict<br>• The types of difficulties and challenges that staff may present and ways of identifying and overcoming them<br>• The range of alternative actions to deal with a problem<br>• When to refer a team member to support services or specialists<br>• The importance of ensuring that actions are in line with the organisation's policies for managing people and their performance<br>• The factors which can lead to poor motivation |

## 7. Working with colleagues

| Assessment Objective | Knowledge, Understanding and Skills |
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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<br>• The benefits of developing productive working relationships with colleagues<br>• How to identify disagreements with colleagues and the techniques for resolving them<br>• How to identify conflicts of interest with colleagues and describe the measures that can be used to manage or remove them<br>• How to take account of equality and diversity issues when developing working relationships with colleagues<br>• Why it is important to exchange information and resources with colleagues |

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| | • How to get and make use of feedback from colleagues on your own performance<br>• How to provide colleagues with useful feedback<br>• How to work effectively with a line manager |
| 7.2 Explain how meetings can contribute to the delivery of objectives | • The purpose and structure of meetings and how they may be used to ensure the achievement of objectives |

## 8. Organisational Planning and Monitoring

| Assessment Objective | Knowledge, Understanding and Skills |
|---|---|
| 8.1 Explain how managers can contribute to the development of plans and targets | • The importance of strategic planning<br>• The factors that may influence the development of strategic plans, eg, political, economic, financial<br>• The difference between strategic and operational plans<br>• The role of corporate, departmental, team and individual plans<br>• The characteristics of effective plans and targets<br>• The characteristics of effective decision making<br>• The principles and methods of short-to-medium term planning<br>• The importance of creativity and innovation in operational planning<br>• The principles of effective project management<br>• How to identify, analyse and manage organisational risk<br>• How to develop and plan for contingencies<br>• The importance of planning and control of budgets and resources<br>• How to develop and assign objectives which are SMART<br>• The role of effective human resource policies<br>• The manager's role in planning, organising and controlling the use of staff and resources |
| 8.2 Explain how to implement plans and monitor outcomes | • How to monitor and control operational plans<br>• How to develop and use an evaluation framework<br>• The importance of records and management information<br>• How to use resources effectively to achieve objectives<br>• The role of quality management systems<br>• The role of management information systems |

## 9. Information and Investigation

| Assessment Objective | Knowledge, Understanding and Skills |
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| 9.1 Explain how information can be managed and shared and analyse the impact of information management | <ul><li>The principles of knowledge management including the meaning of explicit and tacit knowledge</li><li>The importance of effective record systems</li><li>Types of record systems and their characteristics</li><li>The importance of effective knowledge management systems within an organisation</li><li>The importance of sharing management information</li><li>How to access, interpret and provide relevant information, including feedback</li><li>The different ways in which knowledge can be shared</li><li>The value of debriefing sessions</li><li>How to carry out an investigation requiring the collection and validation of information</li><li>The methods and principles of report writing</li></ul> |
| 9.2 Explain how to carry out investigations and how to use these to improve practices and procedures | <ul><li>Different types of investigation required within the organisation</li><li>The skills, knowledge and ability required to conduct an investigation</li><li>How to gather and present evidence</li><li>How to identify and preserve evidence</li><li>How to support the investigation of an event</li><li>The different types of evidence and their importance</li></ul> |