

# IFE Level 4 Certificate in Fire Science and Fire Safety (HL)

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

**Unit Reference Number:** M/505/5935

### Introduction

This unit focuses on the understanding and skills needed by those in management positions. It covers planning, performance management, resource management and engagement with employees and stakeholders.

### Learning Outcomes

Candidates who achieve this unit should be able to:

- develop, implement and evaluate plans
- explain how to engage and work with internal colleagues, external partners and stakeholders
- identify and explain good practice in relation to leadership and management
- explain how to manage performance in order to deliver organisational objectives
- assess and monitor resource requirements

### Unit Status

Optional

### Content

#### 1. Planning

Assessment Objective	Knowledge, Understanding and Skills
1.1 Explain the importance of planning to an organisation	<ul style="list-style-type: none"> <li>• The role, development and importance of strategic, departmental, team and individual plans</li> <li>• The characteristics of effective plans</li> <li>• The characteristics of effective decision making</li> <li>• Principles and methods of short-to-medium term planning</li> <li>• The characteristics of failing/failed organisations</li> </ul>
1.2 Explain the factors to be taken into consideration in developing corporate (or business) and community risk reduction plans	<ul style="list-style-type: none"> <li>• How to develop and assign objectives which are SMART (Specific, Measurable, Agreed, Realistic and Time-bound)</li> </ul>

and analyse the consequences of inadequate planning processes	<ul style="list-style-type: none"> <li>• How to analyse and manage risk and plan for contingencies</li> <li>• How to identify resource requirements and evaluate their availability and sustainability</li> <li>• Principles and methods of effective communication</li> <li>• The internal and external operating environment</li> <li>• The organisation's vision and objectives</li> <li>• Customer/client needs</li> <li>• Project planning</li> <li>• The importance of achieving synergy</li> <li>• The role of quality management systems</li> </ul>
1.3 Identify and evaluate ways to measure the effectiveness of plans and their implementation	<ul style="list-style-type: none"> <li>• Indicators and methods for measuring progress against a plan and evaluating the implementation of plans</li> <li>• Procedures for reporting and making recommendations</li> <li>• Importance of records and information systems</li> </ul>
1.4 Explain how to plan for change	<ul style="list-style-type: none"> <li>• How to identify factors that need to be changed, and the associated priorities and reasons</li> <li>• Business critical activities and interdependencies</li> <li>• How to engage employees and stakeholders</li> <li>• The main models and methods for managing change effectively, and their strengths and weaknesses</li> <li>• How to assess the risks and benefits associated with strategies and plans</li> <li>• The importance of contingency planning</li> <li>• The obstacles to change, and the techniques that deal with these</li> <li>• Stakeholder expectations and how they influence the process</li> <li>• The principles and methods of effective communication</li> </ul>

## 2. Leadership

Assessment Objective	Knowledge, Understanding and Skills
2.1 Explain the role and importance of leadership in an organisation	<ul style="list-style-type: none"> <li>• The characteristics of effective leadership and management</li> <li>• The differences between management and leadership</li> <li>• The skills needed by an effective leader</li> <li>• The importance of organisational culture and vision and the leader's role in developing these</li> <li>• How to be a good role model</li> </ul>
2.2 Analyse methods of leading and engaging staff	<ul style="list-style-type: none"> <li>• Different leadership styles and how to select and apply these to different situations and people</li> </ul>

	<ul style="list-style-type: none"> <li>How to select and apply methods for encouraging, motivating, supporting and communicating with people and recognising achievement</li> <li>Leadership styles used across the organisation</li> <li>The importance of encouraging others to take the lead and ways in which this can be achieved</li> <li>How to empower people effectively</li> <li>How to encourage creativity and innovation</li> </ul>
2.3 Analyse and improve leadership performance	<ul style="list-style-type: none"> <li>How to obtain and make use of feedback on leadership performance</li> <li>Individual strengths and limitations in the leadership role</li> <li>Own role, responsibilities and level of authority</li> </ul>

### 3. Human Resources

Assessment Objective	Knowledge, Understanding and Skills
3.1 Review organisational objectives and targets and plan workforce to meet those objectives	<ul style="list-style-type: none"> <li>How to engage employees and other stakeholders in workforce planning</li> <li>The content of an effective workforce plan</li> <li>How to take account of equality, diversity and inclusion issues in workforce planning</li> <li>Strategies and/or services which need to be in place for when people leave, including redundancy counselling</li> <li>The different ways in which workforce requirements can be met, their advantages and disadvantages, costs and benefits</li> <li>Patterns for employing, recruiting, and retaining people</li> <li>Internal and external trends and development relevant to workforce planning</li> </ul>
3.2 Understand how to select individuals for employment	<ul style="list-style-type: none"> <li>The importance of confidentiality and accurate record-keeping during the selection process</li> <li>The methods of specifying personnel requirements and their relative advantages and disadvantages</li> <li>How to specify job roles, competencies and attributes required to meet identified team needs</li> <li>The relative advantages and disadvantages of the range of methods which may be used for the assessment and selection of staff</li> <li>How to identify the additional development needs of successful candidates and how to plan for these</li> </ul>
3.3 Explain the role of the manager in contributing to the effective operation of human resources policies	<ul style="list-style-type: none"> <li>The role, implementation and importance of: <ul style="list-style-type: none"> <li>Grievance procedures</li> <li>Discipline procedures</li> <li>Recruitment and selection procedures</li> </ul> </li> <li>The importance of valuing equality and diversity</li> </ul>

	<ul style="list-style-type: none"> <li>• The purpose of job evaluation and the different methods</li> <li>• The purpose of health and safety policies and procedures</li> </ul>
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## 4. Manage Budgets and Resources

Assessment Objective	Knowledge, Understanding and Skills
4.1 Explain the purpose of budgets and how to manage them	<ul style="list-style-type: none"> <li>• How to use a budget to actively monitor and control performance for a defined area or activity of work</li> <li>• The main causes of variances, how to identify them and types of corrective action</li> <li>• The importance of providing regular information on performance against the budget to other people</li> <li>• How to identify information and lessons for the preparation of future budgets</li> <li>• Factors, trends and developments that are likely to affect the setting of budgets</li> </ul>
4.2 Explain how to determine the resources required and how to manage resources effectively	<ul style="list-style-type: none"> <li>• The range of physical resources needed to carry out activities effectively</li> <li>• How to develop (and adjust if needed) short, medium and long-term plans for the use of resources</li> <li>• How to carry out cost-benefit analyses for the use of resources</li> <li>• Organisational objectives, policies and legal requirements relevant to resource usage</li> <li>• The impact of resource usage on the environment and how to minimise adverse effects</li> <li>• The types of trends and developments which might impact on the use of resources, how to analyse these and draw out the implications for planning</li> <li>• How to encourage and empower team members to take responsibility for the efficient use of resources</li> <li>• The importance of planning, organising and controlling to achieve the effective use of staff and resources</li> <li>• The responsibilities at different levels within an organisation i.e. top manager, department manager, team leader, team member</li> </ul>

## 5. Manage Team and Individual Performance to Achieve Plans

Assessment Objective	Knowledge, Understanding and Skills
5.1 Explain how to develop and evaluate plans	<ul style="list-style-type: none"> <li>• The current roles, responsibilities, competences and level of authority of self and others</li> <li>• How to set SMART objectives</li> <li>• Organisational goals and objectives and how work activities contribute to their achievement</li> </ul>

	<ul style="list-style-type: none"> <li>The importance of defining and communicating team and individual responsibilities and how to do this</li> <li>How to identify priorities and constraints</li> <li>How to review plans on an on-going basis</li> <li>How to take due account of health and safety issues in the planning, allocation and monitoring of work</li> <li>The importance of management information</li> </ul>
5.2 Explain how to allocate work	<ul style="list-style-type: none"> <li>The range, type and level of information required by people to enable them to undertake the required work activities</li> <li>The factors to be considered when allocating work to individuals within the team</li> <li>How to prioritise and re-prioritise work allocations</li> <li>How changes to work allocations and negotiations around them can impact on cost, time and convenience</li> <li>The principles and methods of delegation</li> </ul>
5.3 Explain how to provide support and guidance to staff and why this is important	<ul style="list-style-type: none"> <li>The range and type of support to be made available to enable achievement of objectives and how to implement this</li> <li>How to communicate effectively to gain information, inform, advise, promote and gain commitment to action</li> <li>How to provide both positive and negative feedback to team members on their performance</li> <li>The types of issues on which team members may need advice and guidance</li> <li>The importance of confidentiality and record keeping</li> </ul>
5.4 Explain the importance of ongoing review of team outcomes	<ul style="list-style-type: none"> <li>Evaluation methods and measures at individual, departmental and organisational level and their interaction</li> <li>Tools and techniques for analysis of data and evaluation of options for action</li> </ul>
5.5 Explain how to review and manage performance	<ul style="list-style-type: none"> <li>The role of formal and informal staff appraisal</li> <li>Processes and requirements for performance review, including recording systems</li> <li>Effective ways of monitoring the progress and quality of the work of individuals/teams against the standards of expected performance</li> <li>Problems and unforeseen events that may occur and how to support individuals/teams in dealing with them</li> <li>The importance of identifying performance issues and bringing these promptly to the attention of the team members concerned</li> <li>How to gather and check information to identify the problem and its cause</li> </ul>
5.6 Explain how to address poor performance	<ul style="list-style-type: none"> <li>The types of difficulties and challenges that staff may present and ways of identifying and overcoming them</li> <li>The range of alternative actions to deal with a problem</li> </ul>

	<ul style="list-style-type: none"> <li>When to refer a team member to support services or specialists</li> <li>The importance of ensuring that actions are in line with the organisation's policies for managing people and their performance</li> </ul>
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## 6. Learning and Development

Assessment Objective	Knowledge, Understanding and Skills
6.1 Analyse the benefits of learning	<ul style="list-style-type: none"> <li>Understand the concept of the 'Learning Organisation'</li> <li>Importance of training and development for individual, team and organisation progression</li> <li>The principles of good practice which underpin human resource development planning</li> <li>The importance of commitment to continuing professional development (CPD)</li> </ul>
6.2 Explain how to promote training and development	<ul style="list-style-type: none"> <li>How to identify development needs for teams and individuals and the information needed to do so</li> <li>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</li> <li>The different types of learning and development activities, their advantages and disadvantages and the resources they require, e.g. time, fees, substitute staff etc.</li> <li>The importance of equality of opportunity in human resource development</li> <li>The importance of agreeing developmental plans with those involved</li> <li>The types of support and guidance which may be needed from specialists and how to get it</li> <li>The range of obstacles to learning and development which individuals may encounter, how to identify these and strategies to use in response to them</li> <li>How to present a positive role model to team members</li> </ul>
6.3 Evaluate the outcomes of training and development activities	<ul style="list-style-type: none"> <li>How to ensure that development activities meet agreed objectives and plans</li> <li>The importance of assessing team members against development activities</li> <li>The principles of fair and objective assessment</li> </ul>
6.4 Explain how and why managers should manage and review their own development	<ul style="list-style-type: none"> <li>How the work of managers influences successful organisational performance</li> <li>How to evaluate performance against the current and future requirements of the work role</li> </ul>

	<ul style="list-style-type: none"> <li>• How to set SMART objectives for personal development</li> <li>• Expected and accepted systems and methods for performance review</li> <li>• How to identify whether and how development activities have contributed to performance</li> </ul>
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## 7. Risk Management

Assessment Objective	Knowledge, Understanding and Skills
7.1 Explain the processes for managing risk, including community and corporate risk	<ul style="list-style-type: none"> <li>• Key stages in the risk management process</li> <li>• Risk management tools, techniques and indicators</li> <li>• How to develop a written risk management policy</li> <li>• How to communicate the written risk management policy to people who work for the organisation and other relevant stakeholders</li> <li>• What risk criteria might cover and the importance of seeking and taking account of the views of relevant people across the organisation and stakeholders</li> <li>• The ways of identifying and clearly describing potential risks in relation to current and planned activities, the nature of the risks, the probability of occurrence and consequences</li> <li>• The type of decisions and actions that might be taken in relation to identified risks</li> <li>• Ways of developing an organisational culture in which people are risk aware but are prepared to take acceptable risks in undertaking activities</li> <li>• Systems in place for monitoring and reviewing the effectiveness of the risk management processes</li> <li>• Types of risk and the factors which drive different types of risk</li> </ul>

## 8. Communication

Assessment Objective	Knowledge, Understanding and Skills
8.1 Evaluate the impact of communication within an organisation	<ul style="list-style-type: none"> <li>• The benefits of good communication for the organisation and for external users of the organisation's services and products</li> <li>• How information can contribute to organisational effectiveness</li> <li>• The ways in which organisations can attempt to overcome the barriers to effective communications</li> <li>• The problems which can be caused by lack of effective communications</li> <li>• The types of organisational structures and lines of communication</li> </ul>

8.2 Explain the process of internal and external communication	<ul style="list-style-type: none"> <li>• The principles of effective communication</li> <li>• The barriers to effective communication</li> <li>• Methods of internal and external communication</li> <li>• The principles of effective investigations</li> <li>• The principles of report writing</li> <li>• How to assess the information needs of team members, colleagues, line managers and external organisations</li> <li>• The importance of communicating information and knowledge only to those who have a right to it</li> <li>• The importance of checking the currency, accuracy and completeness of information and knowledge to be communicated and how this could be achieved</li> <li>• The effective organising and chairing of meetings</li> </ul>
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## 9. Working with Colleagues and Stakeholders

Assessment Objective	Knowledge, Understanding and Skills
9.1 Explain how managers can develop productive relationships with internal and external colleagues and how this contributes to organisational effectiveness	<ul style="list-style-type: none"> <li>• The benefits of developing productive working relationships with colleagues</li> <li>• How to identify disagreements with colleagues and the techniques for resolving them</li> <li>• How to take account of diversity issues when developing working relationships with colleagues</li> <li>• Why it is important to exchange information and resources with colleagues</li> </ul>
9.2 Explain how managers can develop productive relationships with stakeholders	<ul style="list-style-type: none"> <li>• The benefits of developing productive working relationships with stakeholders</li> <li>• How to identify stakeholders, including background information and the nature of their interest</li> <li>• The principles of effective communication and how to apply them in order to communicate effectively</li> <li>• Why it is important to recognise and respect the roles, responsibilities, interests and concerns of stakeholders</li> <li>• What information it is appropriate to provide to stakeholders and the factors that need to be taken into consideration</li> <li>• The importance of taking account, and being seen to take account, of the views of stakeholders, particularly in relation to their priorities, expectations and attitudes to potential risks</li> <li>• How to manage the expectations of stakeholders</li> <li>• How to monitor and review the effectiveness of working relationships with stakeholders</li> </ul>