

# IFE Level 3 Diploma in Fire Science and Fire Safety

## 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
1.1 Explain the importance of health and safety in the workplace	<ul style="list-style-type: none"> <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 style="list-style-type: none"> <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> <li>• Causes of workplace stress and the manager’s role in preventing stress</li> </ul>

	<ul style="list-style-type: none"> <li>• The importance of setting a good example to others in relation to health and safety</li> <li>• How to work with others on health and safety issues including team members, stakeholders, trade unions</li> <li>• How to make and apply decisions based on the assessment of risk</li> </ul>
<p>1.3 Identify and analyse the steps that organisations and individuals can take to enhance health and safety in the workplace</p>	<ul style="list-style-type: none"> <li>• How to identify hazards and risks that may arise in the workplace affecting people and the environment</li> <li>• How to establish and use systems for identifying hazards and assessing risks</li> <li>• The actions that should be taken to control or eliminate hazards and risks</li> <li>• The ALARP, Safe Person Concept and Safety Precedence Procedure principles</li> <li>• The importance of keeping up with the legislative and other developments relating to health and safety</li> <li>• How and when to review the application of the written health and safety development</li> <li>• Sources of specialist expertise in relation to health and safety</li> <li>• How to establish systems for monitoring, measuring and reporting on health and safety performance</li> <li>• Why and how health and safety should inform planning and decision-making</li> <li>• The type of resources required to deal with health and safety issues</li> <li>• Benefits of undertaking Health and Safety Audits</li> </ul>

## 2. Human Resources

<b>Assessment Objective</b>	<b>Knowledge, Understanding and Skills</b>
<p>2.1 Explain how Human Resources policies and procedures are implemented in the workplace and assess their contribution to organisation effectiveness</p>	<ul style="list-style-type: none"> <li>• The role of Human Resource policies</li> <li>• The principles that should underpin Human Resource policies</li> <li>• The role, implementation, elements and importance of: <ul style="list-style-type: none"> <li>○ A grievance procedure</li> <li>○ A discipline procedure</li> <li>○ Recruitment and selection procedures</li> </ul> </li> <li>• The importance of valuing the concepts of equality and diversity</li> <li>• The importance of work/life balance</li> <li>• The importance of good employee relations and the factors which influence employee relations</li> <li>• The role and purpose of a statement of particulars</li> <li>• The role of workforce planning in ensuring that an organisation has sufficient staff with the right skills</li> <li>• The role of job evaluation and the methods used to carry out job evaluation</li> </ul>

<p>2.2 Explain how managers contribute to Human Resource policies</p>	<ul style="list-style-type: none"> <li>• The manager’s role in implementing policies and procedures</li> <li>• How managers contribute to the development and review of policies and procedures</li> </ul>
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### 3. Learning and Development

Assessment Objective	Knowledge, Understanding and Skills
<p>3.1 Explain how managers can promote learning and development in their team and assess how this contributes to organisation effectiveness</p>	<ul style="list-style-type: none"> <li>• Ways in which managers can develop an environment in which learning is valued</li> <li>• The different roles carried out by managers in relation to training and development.</li> <li>• The difference between training and development and how this influences actions taken by managers</li> <li>• The benefits of using the systematic training cycle</li> <li>• Why it is important to encourage colleagues to take responsibility for their own learning and development</li> <li>• Ways in which managers can promote staff development</li> <li>• How to identify learning and development needs</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 range of different learning styles and how knowledge of learning styles can assist a manager in training and developing team members</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</li> <li>• How to provide fair, regular and useful feedback to colleagues on their work performance</li> <li>• The characteristics of a learning organisation</li> <li>• Ways in which the effectiveness of training and development activities can be assessed</li> <li>• Benefits of identifying and meeting training and development needs</li> </ul>
<p>3.2 Explain how managers can support individuals in accessing and using learning opportunities</p>	<ul style="list-style-type: none"> <li>• The range of different learning styles and how to support colleagues in identifying the learning styles that work best for them</li> <li>• How to identify and obtain information on different learning activities/opportunities</li> <li>• The type of support colleagues might need to undertake learning activities, the resources needed and the types of obstacles they may face</li> <li>• The importance of regularly reviewing and updating written development plans in regard to workplace</li> </ul>

	<p>performance, the learning activities completed and any wider changes planned for the organisation</p> <ul style="list-style-type: none"> <li>• How to provide learning and development opportunities for colleagues while taking into account equality and diversity legislation, relevant codes of practice and organisational policies</li> </ul>
3.3 Explain how managers can use learning and development opportunities to improve team performance	<ul style="list-style-type: none"> <li>• The benefits of learning and development for individuals and organisations and how to promote these benefits to colleagues</li> <li>• How to set SMART learning objectives</li> <li>• Why it is important to have a written development plan, what it should contain and why it needs to be reviewed</li> <li>• How to evaluate whether or not a learning activity has achieved the desired learning outcomes</li> <li>• The reasons for, and benefits of, commitment to continuing professional development (CPD)</li> </ul>
3.4 Explain how managers can use learning and development opportunities to improve their own performance	<ul style="list-style-type: none"> <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 the extent to which learning and development activities have contributed to workplace performance</li> <li>• How to update workplace objectives and development plans in the light of performance and feedback received</li> </ul>

#### 4. Communication

Assessment Objective	Knowledge, Understanding and Skills
4.1 Explain the importance of communication within an organisation and assess the implications of different approaches	<ul style="list-style-type: none"> <li>• The different types of organisation structures and lines of communication, eg, vertical and horizontal</li> <li>• The importance of having an effective organisational structure</li> </ul>

	<ul style="list-style-type: none"> <li>• The benefits of downwards, upwards and lateral communication</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>
<p>4.2 Explain the process of communication</p>	<ul style="list-style-type: none"> <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> <li>• The characteristics of effective presentations</li> <li>• The importance of ensuring methods of communication enhance the listener’s ability to understand and retain knowledge and information</li> <li>• The importance of understanding how verbal and non-verbal communication may enhance understanding</li> <li>• The importance of carefully explaining jargon, technical terms, acronyms and abbreviations</li> <li>• Importance of confirming that people have received and understood information and how to do this</li> </ul>
<p>4.3 Assess the manager’s role in communicating information and knowledge</p>	<ul style="list-style-type: none"> <li>• How to evaluate the information needs of team members, colleagues and line managers</li> <li>• The benefits of effective team briefings</li> <li>• The importance of maintaining confidentiality when required</li> <li>• The importance of checking the currency, accuracy and validity of information and knowledge and how this could be achieved</li> <li>• The importance of identifying sources of information i.e. whether it is based on rigorously researched evidence, widely accepted facts or personal opinion</li> <li>• Ways in which good communication can aid the development of good relationships with partner organisations</li> </ul>

## 5. Leadership and Management

Assessment Objective	Knowledge, Understanding and Skills
5.1 Describe different types of leadership and assess their benefits in different situations	<ul style="list-style-type: none"> <li>• Different leadership styles and how to select and apply them to different situations and people and when not to apply a particular style</li> <li>• How different leadership styles may be applied to encourage, motivate and support team members, and to recognise achievement</li> <li>• The characteristics of effective leaders and how these contribute to the achievement of organisational objectives</li> </ul>
5.2 Explain the importance of effective management and leadership	<ul style="list-style-type: none"> <li>• Problems which can occur when there is an absence of effective leadership and management</li> <li>• The differences between management and leadership</li> <li>• Ways in which managers can motivate staff</li> <li>• The importance of planning, organising and coordinating skills</li> <li>• Role of leaders in ensuring that all aspects of the organisation work in harmony i.e. structure, systems, style, staff, skills and culture</li> <li>• Characteristics of a high performance culture</li> <li>• Ways in which creativity and innovation can be encouraged</li> <li>• The benefits of creating and maintaining a culture which encourages creativity and innovation</li> <li>• The importance of encouraging staff participation in decision making and how this can be achieved</li> <li>• The importance of encouraging others to take the lead and ways in which this can be achieved</li> <li>• The importance of achieving a balance between, task, team and individual</li> <li>• The value of the work of Mayo, Maslow, Herzberg and McGregor</li> </ul>
5.3 Explain how managers and leaders influence organisations and individuals	<ul style="list-style-type: none"> <li>• Organisational culture and its effects</li> <li>• How change to organisational culture can be managed</li> <li>• How to be a good role model</li> <li>• The factors which influence employee relations</li> <li>• The role of leaders and managers in the effective introduction of change</li> <li>• The responsibilities at different levels within an organisation i.e. top manager, department manager, team leader, team member</li> <li>• Ways in which managers can make best use of their time</li> </ul>

## 6. Managing Individual and Team Performance

Assessment Objective	Knowledge, Understanding and Skills
6.1 Explain the purpose of, and assess the impact of, performance management	<ul style="list-style-type: none"> <li>• The components of formal and informal staff appraisal systems</li> <li>• Ways in which managers can let staff know what is expected of them in the workplace</li> <li>• The importance of developing and agreeing the standard and level of workplace performance with individuals and/or teams</li> </ul>
6.2 Explain the importance of planning and review methods for developing and implementing plans	<ul style="list-style-type: none"> <li>• How to produce and agree a realistic and achievable work plan with team members</li> <li>• How to produce a work plan that identifies priorities, objectives, time-scales and/or critical activities, together with resources required for implementation</li> <li>• How to regularly review and amend work plans in accordance with progress</li> <li>• How to take due account of health and safety issues in the planning, allocation and monitoring of work</li> </ul>
6.3 Explain how managers should allocate work	<ul style="list-style-type: none"> <li>• How work may be fairly allocated and agreed with individuals and/or teams</li> <li>• How delegation of work can assist with the achievement of work plans</li> <li>• The principles and methods of delegating work including objectives, time-scales and methods of reporting/reviewing</li> <li>• The importance of showing individuals and/or teams how their work fits in with the vision and objectives of the team and organisation</li> <li>• Ways of encouraging individuals and teams to ask questions and to seek clarification on work allocated</li> </ul>
6.4 Explain how managers should monitor progress and quality	<ul style="list-style-type: none"> <li>• Effective ways of monitoring the progress and quality of the work of individuals/teams against the standards of expected performance</li> <li>• The characteristics of problem employees and how these can be dealt with</li> <li>• Why it is important to monitor, identify and promptly deal with causes of conflict</li> <li>• The identification of problems and unforeseen events and how to support individuals/teams in dealing with them</li> <li>• Ways of providing prompt and constructive feedback to individuals and teams</li> <li>• The additional support and resources that individuals and teams might require to complete their work</li> <li>• How to review and record individual/team performance/achievement for the purpose of formal performance appraisal meetings</li> </ul>

<p>6.5 Explain how managers develop and retain effective engagement with their teams</p>	<ul style="list-style-type: none"> <li>• The importance of trust between a manager and team member</li> <li>• Ways in which trust can be developed and maintained</li> <li>• How to encourage team members to approach managers with problems affecting their performance</li> <li>• How effective teams can be developed and the benefits of good teamwork</li> <li>• The importance of confidentiality and record keeping</li> <li>• The importance of managers in motivating their staff to achieve organisational goals</li> </ul>
<p>6.6 Explain how to identify and address poor performance</p>	<ul style="list-style-type: none"> <li>• The importance of identifying and analysing performance issues and promptly bringing these to the attention of team members</li> <li>• The causes of poor performance</li> <li>• How to gather and check information to analyse the causes of poor performance</li> <li>• The importance of discussing and agreeing with the team member a timely and effective way of dealing with a problem</li> <li>• Formal and informal systems for handling conflict</li> <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> <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> <li>• The factors which can lead to poor motivation and the negative effect these can have on an organisation</li> </ul>

## 7. Working with colleagues

<p><b>Assessment Objective</b></p>	<p><b>Knowledge, Understanding and Skills</b></p>
<p>7.1 Explain how managers can develop productive relationships with internal and external colleagues</p>	<ul style="list-style-type: none"> <li>• The importance of regarding colleagues as customers and suppliers</li> <li>• Ways in which successful partnerships can be developed</li> <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 identify conflicts of interest with colleagues and describe the measures that can be used to manage or remove them</li> </ul>

	<ul style="list-style-type: none"> <li>• How to take account of equality and diversity issues when developing working relationships with colleagues</li> <li>• Why it is important to exchange information and resources with colleagues</li> <li>• How to get and make use of feedback from colleagues on your own performance</li> <li>• How to provide colleagues with useful feedback</li> <li>• How to work effectively with a line manager</li> </ul>
7.2 Explain how meetings can contribute to the delivery of objectives	<ul style="list-style-type: none"> <li>• The purpose and structure of meetings and how they may be used to ensure the achievement of objectives</li> </ul>

## 8. Organisational Planning and Monitoring

Assessment Objective	Knowledge, Understanding and Skills
8.1 Explain the purpose of planning and targets and the factors that influence organisational plans and targets	<ul style="list-style-type: none"> <li>• The importance of strategic planning</li> <li>• Factors which can cause organisations to fail</li> <li>• The value of an organisation clearly identifying its purpose</li> <li>• The value of a mission/value statement</li> <li>• The factors that may influence the development of strategic plans, eg, political, economic, financial</li> <li>• The benefits of carrying out a SWOT analysis</li> <li>• The difference between strategic and operational plans</li> <li>• The role of corporate, departmental, team and individual plans</li> <li>• Influence of the type of organisation on plans. Product or service, public or private</li> <li>• The characteristics of effective plans and targets</li> <li>• The characteristics of effective decision making</li> <li>• The principles and methods of short-to-medium term planning</li> <li>• The importance of creativity and innovation in operational planning</li> <li>• The principles of effective project management</li> <li>• How to identify, analyse and manage organisational risk</li> <li>• How to develop and plan for contingencies</li> <li>• The importance of planning and control of budgets and resources</li> <li>• How to develop and assign objectives which are SMART</li> <li>• The role of effective human resource policies</li> <li>• The manager's role in planning, organising and controlling the use of staff and resources</li> </ul>

<p>8.2 Explain how to implement plans and monitor outcomes</p>	<ul style="list-style-type: none"> <li>• How to monitor and control operational plans</li> <li>• How to develop and use an evaluation framework</li> <li>• The importance of records and management information</li> <li>• Characteristics of effective records and management information systems</li> <li>• The importance of performance management</li> <li>• How to use resources effectively to achieve objectives</li> <li>• The role of quality management systems</li> <li>• The role of management information systems and the contribution they can make to the achievement of organisational objectives</li> </ul>
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## 9. Information and Investigation

<p><b>Assessment Objective</b></p>	<p><b>Knowledge, Understanding and Skills</b></p>
<p>9.1 Explain how information can be managed and shared and analyse the impact of information management</p>	<ul style="list-style-type: none"> <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>
<p>9.2 Explain how to carry out investigations and how to use these to improve practices and procedures</p>	<ul style="list-style-type: none"> <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>