

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"> • 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	<ul style="list-style-type: none"> • 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

	<ul style="list-style-type: none"> • 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 assessment of risk
<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"> • 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 • The actions that should be taken to control or eliminate hazards and risks • The ALARP, Safe Person Concept and Safety Precedence Procedure 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	Knowledge, Understanding and Skills
<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"> • The role, implementation, elements and importance of: <ul style="list-style-type: none"> ○ 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
<p>2.2 Explain how managers contribute to Human Resource policies</p>	<ul style="list-style-type: none"> • The manager’s role in implementing policies and procedures • How managers contribute to the development and review of policies and procedures

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"> • 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 and development 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 • The range of different learning styles and how knowledge of learning styles can assist a manager in training and developing team members • The different types of learning and development activities, their advantages and disadvantages and the resources they require, e.g. time, fees, substitute staff • How to provide fair, regular and useful feedback to colleagues on their work performance • The characteristics of a learning organisation
<p>3.2 Explain how managers can support individuals in accessing and using learning opportunities</p>	<ul style="list-style-type: none"> • The range of different learning styles and how to support colleagues in identifying the learning styles that work best for them • How to identify and obtain information on different learning activities/opportunities • 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 regard to workplace performance, the learning activities completed and any wider changes planned for the organisation • How to provide learning and development opportunities for colleagues while taking into account equality and diversity legislation, relevant codes of practice and organisational policies
<p>3.3 Explain how managers can use learning and development opportunities to improve team performance</p>	<ul style="list-style-type: none"> • 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 outcomes • The reasons for, and benefits of, commitment to continuing professional development (CPD)

<p>3.4 Explain how managers can use learning and development opportunities to improve their own performance</p>	<ul style="list-style-type: none"> • The principles which underpin continuing professional development • The importance of reviewing own performance and evaluating how learning and development opportunities may improve workplace performance • How to evaluate the current skills, knowledge and ability required to fulfil a work role taking into account future workplace changes and developments • How to set SMART objectives • How to identify learning and development needs • What an effective development plan should contain including time-scales for achievement • The range of different learning styles and how to identify those most suited to personal needs • The types of training and developmental activities that may enable managers to address identified gaps in knowledge, understanding and skills • How to evaluate to what extent learning and development activities have contributed to your workplace performance • How to update workplace objectives and development plans in the light of performance and feedback received
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4. Communication

Assessment Objective	Knowledge, Understanding and Skills
<p>4.1 Explain the importance of communication within an organisation and assess the implications of different approaches</p>	<ul style="list-style-type: none"> • The different types of organisation structures and lines of communication, eg, vertical and horizontal • The different methods and skills of communication, reporting, and receiving feedback in the workplace • The importance of understanding roles, responsibilities and the limits of authority of different roles • The benefits of effective communication for the organisation and for external users of the organisation’s services and products • How good methods of communication can contribute to the organisation’s effectiveness • The problems which can result from lack of effective communications and the impact that poor methods of communication can have on an organisation • The ways in which organisations may overcome the barriers to effective communications
<p>4.2 Explain the process of communication</p>	<ul style="list-style-type: none"> • The skills, knowledge and methods of effective communication • The barriers to effective communication • How to identify and apply effective methods of communication - language, style, timing and pace

	<ul style="list-style-type: none"> • The importance of ensuring methods of communication enhance the listener’s ability to understand and retain knowledge and information • The importance of understanding how verbal and non-verbal communication may enhance understanding • 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
4.3 Assess the manager’s role in communicating information and knowledge	<ul style="list-style-type: none"> • How to evaluate the information needs of team members, colleagues and line managers • The importance of maintaining confidentiality when required • The importance of checking the currency, accuracy and validity of information and knowledge and how this could be achieved • 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
5.1 Describe different types of leadership and assess their benefits in different situations	<ul style="list-style-type: none"> • Different leadership styles and how to select and apply them to different situations and people • 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	<ul style="list-style-type: none"> • 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 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	<ul style="list-style-type: none"> • Organisational culture and its effects • How change to organisational culture can be managed

	<ul style="list-style-type: none"> • 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
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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"> • The components of formal and informal staff appraisal • 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	<ul style="list-style-type: none"> • How to produce and agree a realistic and achievable work plan with team members • How to produce a work plan that identifies priorities, objectives, time-scales and/or critical activities, together with resources required for implementation • How to regularly review and amend work plans in accordance with progress • 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	<ul style="list-style-type: none"> • How work may be fairly allocated and agreed with individuals and/or teams • How delegation of work can assist with the achievement of work plans • The principles and methods of delegating work including objectives, time-scales and methods of reporting/reviewing • The importance of showing individuals and/or teams how their work fits in with the vision and objectives of the team and 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	<ul style="list-style-type: none"> • 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, identify and promptly deal with causes of conflict • The identification of problems and unforeseen events 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

	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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 • The importance of managers in motivating their staff to achieve organisational goals
6.6 Explain how to identify and address poor performance	<ul style="list-style-type: none"> • The importance of identifying and analysing performance issues and promptly bringing these to the attention of team members • The causes of poor performance • How to gather and check information to analyse the causes of 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 • The factors which can lead to poor motivation

7. Working with colleagues

Assessment Objective	Knowledge, Understanding and Skills
7.1 Explain how managers can develop productive relationships with internal and external colleagues	<ul style="list-style-type: none"> • 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 equality and diversity issues when developing working relationships with colleagues • Why it is important to exchange information and resources with colleagues

	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • The importance of strategic planning • The factors that may influence the development of strategic plans, eg, political, economic, financial • The difference between strategic and operational 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 principles of effective project management • How to identify, analyse and manage organisational risk • How to develop and plan for contingencies • The importance of planning and control of budgets and resources • How to develop and assign objectives which are SMART • The role of effective human resource policies • 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	<ul style="list-style-type: none"> • 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 • The role of management information systems

9. Information and Investigation

Assessment Objective	Knowledge, Understanding and Skills
<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"> • The principles of knowledge management including the meaning of explicit and tacit knowledge • The importance of effective record systems • Types of record systems and their characteristics • The importance of effective knowledge management systems within an organisation • The importance of sharing 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
<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"> • Different types of investigation required within the organisation • The skills, knowledge and ability required 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