

# IFE Level 4 Certificate in Fire Science and Fire Safety

## 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  |
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| 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> <li>• Characteristics of effective targets</li> </ul>  |

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| 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> <li>• The role of knowledge management</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   |
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| 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>  |

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|  | <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> <li>• How to develop effective teams</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>• Recognise own role, responsibilities and level of authority</li> </ul>   |

### 3. Human Resources

| Assessment Objective   | Knowledge, Understanding and Skills   |
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| 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                         | <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> </ul> </li> </ul>  |

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| <p>operation of human resources policies</p> | <ul style="list-style-type: none"> <li>○ Recruitment and selection procedures</li> <li>• The importance of valuing equality and diversity</li> <li>• The importance of recognising the need for work/life balance</li> <li>• The purpose of job evaluation and the different methods</li> <li>• The purpose of health and safety policies and procedures</li> <li>• Recognising the contribution policies can make to the organisational culture</li> <li>• Recognising factors which influence employee relations</li> </ul> |
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#### 4. Manage Budgets and Resources

| Assessment Objective   | Knowledge, Understanding and Skills  |
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| <p>4.1 Explain the purpose of budgets and how to manage them</p>                                   | <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>   |
| <p>4.2 Explain how to determine the resources required and how to manage resources effectively</p> | <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  |
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| 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> <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 ways in which trust can be developed</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> </ul>  |

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

## 6. Learning and Development

| Assessment Objective                                | Knowledge, Understanding and Skills   |
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| 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 value of Personal Development Plans</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> </ul> |

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

## 7. Risk Management

| Assessment Objective  | Knowledge, Understanding and Skills   |
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| 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> |

## 9. Working with Colleagues and Stakeholders

| Assessment Objective   | Knowledge, Understanding and Skills  |
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| 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> </ul>  |

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|  | <ul style="list-style-type: none"><li>• Why it is important to recognise and respect the roles, responsibilities, interests and concerns of stakeholders</li><li>• What information 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> |
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