

STAFF DEVELOPMENT DEPARTMENT BUSINESS PLAN 2008– 2009

Department Description

The Staff Development department, based at Service Head Quarters, Carmarthen, are responsible for the development, implementation and quality assurance of training policy, recording of competency and assessment and verification strategy. A key function of the department is to support and administer development processes including development portfolios, assessment & development centres (ADC), development programmes and management of the personal performance review process.

Resources

Staff Development is one of two departments that sit within the Training & Development Department. The Training & Development Department is headed up by an Area Manager with two Group Managers responsible for Staff Development and Training Delivery respectively.

Staff Development has a team of six Station Managers, a NVQ Centre Coordinator and an E-Learning Officer.

The Station Managers primary role is that of assessor support, verification and ADC assessor, where there is capacity they also engage in development work relating to all areas and aspects of training, learning and development as well as review and revision of service training policy.

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Where are we going?	Objective	Outcome	Outcome measure	Activity measure	Activity
A time when we and our partners work successfully for the public benefit and to eliminate avoidable deaths, injuries and damage from fires and other emergencies and are highly respected for our safety and emergency services.	Managing within budget	Budget managed	Monthly & Annual Budget report	Spend	Set budget heads and spend levels for budget holders
	Alternative funding	Funding Secured from WAG Initiatives. I.e. Modern Apprenticeships	Income Secured per apprentice	6 weekly apprentice progress reports from assessor support visits	NVQ Assessment Verification
	Allocate resources to priorities	Resources appropriately allocated according to priorities	Risk Critical priorities are achieved by milestones	Monitor & review priorities, outcomes and future needs on a regular basis	Review Meetings Internal & external influencing factors and dictates
Why are we here? To build safer communities.					
	Partnership Working	Clear objectives Performance evaluated	% achievement of partnership objectives	Partnerships assessed & initiatives set up	Establish partnership working best practice
	Managing People	Informed valued and motivated staff encouraged to produce high quality outcomes	Sickness Staff retention Staff attraction Performance Grievances	Set targets to meet activity.	Monitor and Review - Consultation PPDR Contribution
	Risk Reduction Planning	T&D policy, development and assessment reduces risk to the organisation	Safer people, place and processes. Reducing in the instances of injury and accidents	Projects and tasks related to RRP objectives are delivered on target	Supply development Assess outcomes of development. QA Evaluation of development
	Effective People	Professional, Safe, Competent Staff	Provide appropriate development & assessment opportunities to assist in the achievement of the corporate skill requirement. (% of need) (% of staff competent)	Assessor support ADC Development Portfolio PPDR request Development Programmes QA	Stn Visits Assessor training Internal & External verification Standardisation meetings Assessment activities Feedback Pre & Post ADC processes

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BUSINESS PLAN FOR YEAR APRIL 2008 MARCH 2009**

Objective	Target Date	Interim Target	Outcome	Priority	Activities	Officer Responsible	Cost / Savings £	Budget/Funding Source
SD 1	31/3/09	30/10/08	<p>Strategic review objectives: 2.1, 2.2, 2.3, 2.5, 7.1, 9.1, 9.2, 11.1, 11.2, 11.3, 11.4, 11.5,</p> <p>Expand the current suite of Development Programmes and where appropriate align to the Modern Apprenticeships Framework</p> <p>Harrow Court Action Plan points: 63, 64. National 11</p>	1	1. To maintain TSW funding in recognition of New Entrant Fire Fighters achieving competency	Head of Staff Development		
				2	2. To expand the current modern apprenticeship framework to include Watch Manager NVQ	Head of Staff Development		
				1	3. Further development of the Middle & strategic Manager Development programmes.	Head of Staff Development		
				2	4. To work in partnership with the other Welsh FRS to deliver interoperable development programmes at all levels.	Head of Staff Development		
				2	5. To Represent MAWW at National level via the Learning & Development Managers forum to influence future national development	Head of Staff Development		

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SD 2	31/3/09	30/10/08	<p>Strategic review objectives:</p> <p>1.1, 1.3, 1.4, 1.5, 1.7, 1.8, 2.1, 2.3, 3.6, 4.1, 5.2, 5.4, 5.5, 5.6, 9.1, 9.2, 11.1, 11.5, 12.4,</p> <p>Development of Technical certificates for uniformed roles within the organisation and align with nationally recognised qualifications where appropriate.</p> <p>Harrow Court Action Plan points:</p> <p>17, 18, 52, 53, 54, 55, 63, 75. National 11</p>	1	1. To develop a technical certificate that addresses the knowledge and understanding requirements of Incident Command for Supervisory and Middle Managers.	Head of Staff Development	+ £2.5k (BTEC registration costs once developed)	Existing External Training Delivery Budget
				2	2. To assist LFS with the development of a Fire Safety BTEC award	Head of Staff Development	+£2k (BTEC registration costs once developed)	As Above
				2	3. To assist Control with the development of a Control Operator BTEC award	Head of Staff Development	+ £1k (BTEC registration costs once developed)	As Above
				2	4. To align managerial role maps to nationally recognised academic qualification appropriate to the role within the organisation.	Head of Staff Development		

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SD 3	31/3/09	30/10/08	Strategic review objectives:	1	1. Development of ICS assessment protocols and strategies for assessment at Supervisory Manger level as part of an overall ICS development programme.	Head of Staff Development			
			1.1, 1.3, 1.8, 2.1, 3.1, 3.2 & 3.6						
			To expand the use of Vector Command to provide quality assured assessments of ICS.						
			Harrow Court Action Plan points: 17, 18, 22, 23, 24 32, 43, 48, 52, 53, 54, 55, 60, 62, 68, 77. National 11	1	2. Development of ICS assessment protocols and strategies for assessment at Middle Manger level as part of an overall ICS development programme.	Heads of Staff Development and Training Delivery			
				2	3. Design Vector scenario exercises to include ICU, Bronze & Silver Command set ups.	Head of Staff Development			
				1	4. To assist in the delivery of one ICS assessment for all operational managers up to and including Area Manager.	Head of Staff Development			

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SD 4	31/03/09	30/10/08	<p>Strategic review objectives: 1.2, 2.1, 2.2, 2.3, 3.1, 3.2, 9.1, 9.2, 11.1, 11.2, 11.3, 11.4, 11.5, 12.3, 12.7</p> <p>To achieve external Quality Assurance recognition for the development delivered within the organisation.</p> <p>Harrow Court Action Plan points: 26, 27, 28, 31, 58, 59, 68, 73, 74, 76, 79. National 11</p>	1	1. To improve upon the Quality Assurance requirements required by the IIP standards	Head of Staff Development		
				2	2. To achieve ISO 9001 accreditation in line with the regions FRS.	Head of Staff Development		
				2	3. To establish a regional version of the national QA processes in collaboration with North and South Wales FRS.	Head of Staff Development		
				1	4. To work in Collaboration with ORM to ensure that amendments to SOP's are fully reflected in TCG packages and all packages are version controlled.	Head of Staff Development		
				1	5. To support Training Delivery in the alignment of Trainers standard delivery notes to NOS and development modules.	Heads of Staff Development & Training Delivery		

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SD 5	31/03/09	30/11/08	<p>Strategic review objectives:</p> <p>2.1,2.2,2.3,2.4,2.5, 3.2,3.3,</p> <p>Continued Implementation of PDR Pro, LearnPro & CMS into the organisation</p> <p>Harrow Court Action Plan points: 18, 51, 58, 61, 77, 78, 79, 81, 82.</p>	1	1. Evaluation of the 'stage one' PDRPro rollout plan	Head of Staff Development	+ £25k (Hire of IT Training Facilities)	Modern Apprenticeship Funding (approx. £30k) ¹
				1	2. Deliver the 'Phase Two' roll out of PDRPro.	Head of Staff Development		
				2	3. To design and deliver 'Phase Three' rollout of LearnPro	Head of Staff Development		
				2	4. In collaboration with PDR Pro develop the CMS software.	Head of Staff Development		
				2	5. Continued collaboration with South Wales FRS on PDR Pro issues.	Head of Staff Development		
				1	6. Implement a comprehensive monitoring and QA process for data input into PDRPro.	Head of Staff Development		

¹ This funding is via the Welsh Assembly Government and is dependent on the achievements of personnel on the modern apprenticeship scheme. Therefore it can not be guaranteed and is estimated on current progress of learners within the organisation.

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SD 6	31/3/09	30/10/08	<p>Strategic review objectives: 2.1, 2.2, 2.3, 2.5, 7.1, 9.1, 9.2, 11.1, 11.2, 11.3, 11.4, 11.5,</p> <p>To expand the assessment strategy to achieve the robust measurement of competency throughout the organisation and increase resources to address support mechanisms required.</p> <p>Harrow Court Action Plan points: 70, 79</p>	2	1. To develop all RDS Supervisory managers to the A1 assessor standard pending the outcome of the work conducted by the RDS review team.	Head of Staff Development	+ £30k	Budget Growth Bid 2008-9
				1	2. To up skill all Whole Time Watch Managers to A1 assessor standard and support assessment of competency for Direct Trainers.	Heads of Training Delivery & Staff Development		
				2	3. To identify future departmental growth requirements in order to maintain appropriate levels of assessor support and verification	Head of Staff Development		
				2	4. To create a business case to establish the required restructure of Staff Development and the creation of additional posts in order to maintain the current and predicted workloads.	Head of Staff Development		

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SD 7	31/03/09	30/10/08	Strategic review objectives: 2.1, 2.2, 2.3, 2.5, 7.1, 9.1, 9.2, 11.1, 11.2, 11.3, 11.4, 11.5,	2	1. To review feedback from internal and external stake holders on the effectiveness of the current system and amend where required.	Head of Staff Development		
			To review and improve the current assessor support framework.	2	2. To engage in face to face discussion with Command & Departmental Heads to ensure accurate end user feedback.	Head of Staff Development		
			Harrow Court Action Plan points: 70, 79. National 11	3	3. To consult with stake holders and end users on the development and expansion of the current assessment and verification processes.	Head of Staff Development		
					4. To achieve stake holder 'ownership' for the development and assessment of their staff whilst supported by staff development team members	Head of Staff Development		

ESTIMATED TOTAL COSTS	£65,500	ESTIMATED TOTAL SAVINGS	£30,000
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