

**Strathclyde Fire Brigade
Personnel & Training Directorate**

**Support Staff
Development Scheme**

Employee Information Pack

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STRATHCLYDE FIRE BRIGADE
SUPPORT STAFF DEVELOPMENT SCHEME

PURPOSE OF THE SCHEME

This Scheme is supported overall by the Brigade's Equal Opportunities Policy where it states:

"The Board is committed to providing appropriate training and development opportunities for all employees to enable them to develop the necessary skills, knowledge and qualifications to carry out the duties of their post efficiently and effectively."

As the scheme enters its sixth year, the number of support staff trained in a variety of competencies continues to increase. The scheme tries to ensure employees are supported in gaining the necessary training to firstly, perform their current job effectively by filling the knowledge gap between what is known and what needs to be known and secondly, to help further develop careers.

Although the Brigade would wish to be fulfil every training request received, it is now widely known that the current financial climate restricts the feasibility of this. Hence it should be stressed that priority must be given to training which facilitates personnel in their current role, and training which will ensure the Brigade is able to meet current service needs and anticipated future needs.

In light of this, it is vital to appreciate that the Scheme has not been implemented to provide training for training's sake, nor should it be used to fulfil a 'wish list' of training courses requested by personnel. For the scheme to continue to be successful for the Brigade, Departments and individual's training should be requested which meets identified and appropriate training needs.

This can only be achieved if personnel are honest with regards to their training needs, and are willing to take shared responsibility for their personal development.

It should also be noted that "in-house" courses offered are suitable for craft/manual operatives as well as APT&C staff. Further discussion and advice on this matter is available from the Support Staff Training Section.

DELEGATION OF RESPONSIBILITIES

At present Strathclyde Fire Brigade has approximately 400 support staff, each with a wide variety of training needs. To ensure the most appropriate training is provided for employees, training needs must be analysed and where possible met at local levels as a devolved line management responsibility.

Training cannot and should not be seen as the sole responsibility of the Personnel & Training Directorate; it should be an ongoing process, similar to what is often described as "continuous professional development." Today's working environment demands greater flexibility and personal effectiveness, and as such it is necessary for all personnel to become much more progressive in their approach to their work. This includes individuals taking responsibility for their own career development, with assistance from line management and the Personnel & Training Directorate. The implications of delegated responsibilities are as follows:

The Individual

- *should assume responsibility for their own career development
- *has a responsibility to consider what their own training needs are in relation to their daily work, forthcoming changes and career aspirations.
- *will take an active role in articulating their needs and should seek to make a positive contribution in formulating their training plan during their training needs interview with their line manager.
- *will take responsibility for some self-directed learning and self-development
- *must participate in compulsory training elements.

The Line-Manager

By definition, the line-manager carries the fundamental responsibility for ensuring that their people are helped to perform their jobs effectively and efficiently. In achieving this they will:

- *assist the individual in identifying training needs in relation to Brigade demands, their current role and future aspirations;
- *assist in planning how and when needs will be met (prioritising), through creation of a development plan;
- *offer the individual support to achieve development plan.

Departmental Heads

- *have a responsibility for identifying overall departmental training needs and ensuring this is included in every individual's training plan.
- *will sift and approve written applications for external course requests.

The Personnel & Training Directorate

- *has a responsibility to ensure all parties are aware of and carry out their responsibilities for training;
- *will continue to develop and improve non-uniformed training in the Brigade via projects and development work;
- *will develop and run in-house training courses to meet the needs of personnel, requested through training plans;
- *will provide support, assistance and advice where requested for training at individual and departmental level;
- *where possible support individuals and departments who express a need or desire for training provided by external sources.

SCOPE OF TRAINING

By delegating responsibilities the scope of training for support staff can be increased. Three levels of training are encompassed within the scheme:

Self-directed learning:

Training in the workplace is all about assisting you develop the skills necessary to empower you in your job. Since no two employees or no two jobs are the same then it can be assumed that every person within an organisation will have different training needs. Whilst some training needs can be addressed through a formal training course, many more cannot. Giving you responsibility for managing much of their own learning, means that you are able to plan and exploit learning opportunities in the workplace. It must be appreciated that 'ad-hoc' learning very often occurs in the course of a person's daily work. Self-directed learning encourages this, but creates opportunities to focus and plan learning at departmental level. Self-directed learning takes many forms e.g.:

- *guided-reading
- *mentoring
- *job instruction
- *working parties
- *job shadowing
- *coaching
- *observation
- *projects
- *job rotation

Embracing this type of training allows you to have a greater influence over your career development, rather than waiting for a steer from your management or the Personnel & Training Directorate. Whilst the onus is on you to take advantage of learning opportunities, your line-manager should support you in your development by offering advice, guidance and coaching.

'In-house' training courses:

Some of the skills you require to perform your function effectively, require more formal training which cannot viably be learned in the workplace. In this instance, the Personnel & Training Directorate offer a range of courses to meet common training needs within the Brigade.

'External' training courses:

Some personnel within the Brigade require training of a specialised or complex nature which cannot be met 'in-house'. Others wish to develop themselves through further education. Although the Brigade tries to support external training requests, it must be appreciated that where there is a need for compulsory Continuous Professional Development, and that training cannot be provided internally, this must be given priority.

INTERVIEW PROCEDURES

THIS PROCESS SHOULD BE COMPLETED ANNUALLY DURING THE MONTHS OF NOVEMBER AND DECEMBER. FORMS SHOULD BE RETURNED TO PERSONNEL & TRAINING DIRECTORATE NO LATER THAN THE **FRIDAY 30 JANUARY 2004**.

1. Initial briefing meeting between delegated interviewer and all interviewees.

An initial briefing meeting should be held between your interviewer and yourself. During this session, procedures will be discussed and dates and times will be arranged for the employee development interviews.

2. Interview Procedures

Please read your information pack thoroughly, and complete the self-assessment form. This should be handed back to your interviewer prior to your interview in order that they are able to assist in providing training solutions.

3. Employee Development Interviews

During your interview, your self-assessment form should provide the basis for your discussion. By the end of the interview, agreement should be reached regarding your training needs and solutions for the forthcoming year. The outcomes of this discussion should be recorded as follows:

- (a) self-development at departmental level should be recorded on your Personal Development Plan, signed by both parties and held by you. This does not require to be sent to the Personnel & Training Directorate.
- (b) 'In-house' training course requests should be recorded on the appropriate form and signed by all parties. One copy should be retained in your training pack, and one copy sent to the Personnel & Training Department.
- (c) 'External' course requests must be recorded on the appropriate form. It is vital that all sections of the form be filled in. Thereafter, the form must be forwarded to your Departmental Head / Commander, who will carry out a sift. If your application is approved, it will be forwarded to Personnel & Training who will hold applications pending budget approval. Applications not approved by your Departmental Head / Commander will be returned and discussed to you.
- (d) **I would remind all personnel that the format and layout of these forms must not be amended or deleted. If such forms are received they shall be returned to the originator for re-completion. Similarly forms which are unsigned or approved without adequate written justification shall also be returned. I would ask for your support in this instance as it ultimately delays the decision making process within the Department.**

Appendices

EMPLOYEE SELF-ASSESSMENT FORM

GUIDANCE FOR COMPLETION

This form is designed to assist you identify your training needs for the forthcoming year. It is advised you take time to complete the form honestly by focusing on what you need in your current role. This is best achieved by examining your job description and considering the duties you undertake in your current post. Write a list of all the duties of your current post, then honestly record whether you feel each of the tasks is a strength or whether there is a skills gap. In the areas you feel training is required, use the space provided to suggest the training method which you feel you would most benefit from.

It is important to select a training method that suits the training need. Training should not simply be considered as attending short courses. Training methods are wide and varied, and can take the form of:

- *self-study / guided-reading**
- *peer instruction**
- *coaching**
- *demonstration**
- *job rotation**
- *in-house training**
- *job-shadowing**

Completing this exercise will give you an acute awareness of your training needs, and will act as a starting point for the meeting with your line manager who, through discussion might offer other suggestions

This form should be completed, copied and passed to your line manager prior to your interview, where it will be used as a basis for discussion and completion of your Personal Development Plan.



STRATHCLYDE FIRE BRIGADE
 SUPPORT STAFF DEVELOPMENT SCHEME
 PERSONAL DEVELOPMENT PLAN

PLAN FOR YEAR.....

NAME.....

GRADE.....

DESIGNATION.....

DEPARTMENT.....

<u>TRAINING & DEVELOPMENT NEED</u>	<u>HOW CAN I ACQUIRE THIS SKILL</u>	<u>WHERE CAN I APPLY THIS NEW SKILL</u>	<u>HOW WILL I MAINTAIN THIS NEW SKILL</u>	<u>SUPPORT REQUIRED</u>	<u>TIMESCALE FOR ACHIEVEMENT</u>

Employee signature.....

Date.....

Line Manager/Interviewer signature.....

Date.....



STRATHCLYDE FIRE BRIGADE
SUPPORT STAFF EMPLOYEE DEVELOPMENT
SCHEME

DIRECTOR'S DECISION SHEET

A sift of all applications made by your personnel is required, and only applications you support, should be signed and forwarded to the Personnel & Training Department. Please read the request overleaf and make your decision in light of all applications you receive.

REQUEST APPROVED:-

Please state reasons, sign and forward to the Personnel & Training Directorate, Brigade Headquarters, HAMILTON.

Director's Signature: Date:

REQUEST REJECTED:

Please state reasons below, sign and return to employee. Thank you.

Director's Signature: Date:

FOR TRAINING DEPARTMENT USE ONLY:-

Date Processed: Signature:



**STRATHCLYDE FIRE BRIGADE
SUPPORT STAFF EMPLOYEE DEVELOPMENT
SCHEME
EXTERNAL COURSE REQUEST FORM**

NAME:	GRADE:
DESIGNATION:	DEPARTMENT:
NATIONAL INSURANCE NUMBER:	
COURSE:	
ESTABLISHMENT ADDRESS:	
.....	
..... TEL.	
DURATION:	START DATE:
METHOD OF ATTENDANCE:	
TOTAL COST:	COST PER ANNUM:

Please use the box below to explain why you wish to attend this course. Included should be the anticipated benefits to the Brigade on completion of this course.

<p>(please continue on separate sheet where necessary)</p>
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Employee Signature: Date:

Supervisors should use the box below to state whether this application is supported, together with a brief justification.

Supervisor's Signature: Date:



STRATHCLYDE FIRE BRIGADE
SUPPORT STAFF EMPLOYEE DEVELOPMENT
SCHEME
REQUEST FOR IN-HOUSE TRAINING COURSES

NAME: GRADE:

DESIGNATION: DEPARTMENT:

NATIONAL INSURANCE NUMBER:

Please state below the courses you feel would meet your agreed training needs for the forthcoming year. The Personnel & Training Directorate will collate results and schedule courses according to demand. As such, every effort will be made to meet requests, however, this cannot be guaranteed.

COURSE TITLE	PRIORITY	
	Current Job	Future Position

SIGNED:(employee)
 (interviewer)

DATE:

Commander / Director Signature: DATE:

FOR USE BY TRAINING DEPARTMENT ONLY

Record Entered: Date: Signature: