

**M. Pearson  
CLERK TO THE AUTHORITY**

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**To: The Chair and Members of the  
Human Resources Management  
and Development Committee  
(see below)**

**SERVICE HEADQUARTERS  
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**HUMAN RESOURCES MANAGEMENT AND DEVELOPMENT COMMITTEE**

**(Devon and Somerset Fire and Rescue Authority)**

**Monday 19 March 2012**

A meeting of the Human Resources Management and Development Committee will be held on the above date, **commencing at 10:00 hours in Conference Room B in Somerset House, Service Headquarters** to consider the following matters.

M. Pearson  
Clerk to the Authority

**AGENDA**

1. **Apologies**
2. **Minutes** of the meeting held on 23 January 2012 attached (Page 1).
3. **Items Requiring Urgent Attention**

Items which, in the opinion of the Chair, should be considered at the meeting as matters of urgency.

4. **Declarations of Interest**

Members are asked to consider whether they have any **personal/personal and prejudicial interests** in items as set out on the agenda for this meeting and declare any such interests at this time. *Please refer to the Note 2 at the end of this agenda for guidance on interests.*

**PART 1 – OPEN COMMITTEE**

5. **Assessment & Development Centre (ADC) Technical Assessment - Update**

Report of the Director of People and Organisational Development (HRMDC/12/4) attached (page 4)

6. **Absence Management and Health of the Organisation**

Report of the Director of People and Organisational Development (HRMDC/12/5) attached (page 15)

7. **Draft Equality Plan 2012/16 And Consultation Report**

Report of the Director Of People And Organisational Development (HRMDC/12/6) attached (page 22)

8. **Exclusion of the Press and Public**

**RECOMMENDATION** that, in accordance with Section 100A(4) of the Local Government Act 1972 the press and public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in Paragraph 4 of Part 1 of Schedule 12A (as amended) to the Act, namely information relating to contemplated consultations in connection with any labour relations matter arising between the Authority and its employees.

**PART 2 – ITEMS WHICH MAY BE TAKEN IN THE ABSENCE OF THE PRESS AND PUBLIC**

9. **Redundancy Compensation Rates**

Report of the Director of People and Organisational Development (HRMDC/12/7) attached (page 24).

**MEMBERS ARE REQUESTED TO SIGN THE ATTENDANCE REGISTER**

**Membership:-**

Councillors Cann (Chair), Bown, Boyd, Brooksbank, Burrige-Clayton, Horsfall and Wright

**Substitute Members**

Members are reminded that, in accordance with Standing Order 36, the Clerk (or his representative) **MUST** be advised of any substitution prior to the start of the meeting.

## **NOTES**

### **1. ACCESS TO INFORMATION**

Any person wishing to inspect any minutes, reports or lists of background papers relating to any item on this agenda should contact Sam Sharman on the telephone number shown at the top of this agenda.

### **2. DECLARATIONS OF INTERESTS BY MEMBERS**

#### ***What Interests do I need to declare in a meeting?***

As a first step you need to declare any personal interests you have in a matter. You will then need to decide if you have a prejudicial interest in a matter.

#### ***What is a personal interest?***

You have a personal interest in a matter if it relates to any interests which you must register, as defined in Paragraph 8(1) of the Code.

You also have a personal interest in any matter likely to affect the well-being or financial position of:-

- (a) you, members of your family, or people with whom you have a close association;
- (b) any person/body who employs/has employed the persons referred to in (a) above, or any firm in which they are a partner or company of which they are a director;
- (c) any person/body in whom the persons referred to in (a) above have a beneficial interest in a class of securities exceeding the nominal value of £25,000; or
- (d) any body of which you are a Member or in a position of general control or management and which:-
  - you have been appointed or nominated to by the Authority; or
  - exercises functions of a public nature (e.g. a constituent authority; a Police Authority); or
  - is directed to charitable purposes; or
  - one of the principal purposes includes the influence of public opinion or policy (including any political party or trade union)

**more** than it would affect **the majority** of other people in the Authority's area.

Anything that could affect the quality of your life (or that of those persons/bodies listed in (b) to (d) above) either positively or negatively, is likely to affect your/their "well being". If you (or any of those persons/bodies listed in (b) to (d) above) have the potential to gain or lose from a matter under consideration – to a **greater extent** than **the majority** of other people in the Authority's area - you should declare a personal interest.

#### ***What do I need to do if I have a personal interest in a matter?***

Where you are aware of, **or ought reasonably to be aware of**, a personal interest in a matter you must declare it when you get to the item headed "Declarations of Interest" on the agenda, or otherwise as soon as the personal interest becomes apparent to you, **UNLESS** the matter relates to or is likely to affect:-

- (a) any other body to which you were appointed or nominated by the Authority; or
- (b) any other body exercising functions of a public nature (e.g. membership of a constituent authority; other Authority such as a Police Authority);

of which you are a Member or in a position of general control or management. In such cases, provided you do not have a prejudicial interest, you need only declare your personal interest if and when you speak on the matter.

#### ***Can I stay in a meeting if I have a personal interest?***

You can still take part in the meeting and vote on the matter unless your personal interest is also a prejudicial interest.

#### ***What is a prejudicial interest?***

Your personal interest will also be a **prejudicial** interest if **all** of the following conditions are met:-

- (a) the matter is not covered by one of the following exemptions to prejudicial interests in relation to the following functions of the Authority:-
  - statutory sick pay (if you are receiving or entitled to this);
  - an allowance, payment or indemnity for members;
  - any ceremonial honour given to members;

- setting council tax or a precept; **AND**
- (b) the matter affects your financial position (or that of any of the persons/bodies as described in Paragraph 8 of the Code) or concerns a regulatory/licensing matter relating to you or any of the persons/bodies as described in Paragraph 8 of the Code); **AND**
- (c) a member of the public who knows the relevant facts would reasonably think your personal interest is so significant that it is likely to prejudice your judgement of the public interest.

***What do I need to do if I have a prejudicial interest?***

If you have a prejudicial interest in a matter being discussed at a meeting, you must declare that you have a prejudicial interest (and the nature of that interest) as soon as it becomes apparent to you. You should then leave the room unless members of the public are allowed to make representations, give evidence or answer questions about the matter by statutory right or otherwise. If that is the case, you can also attend the meeting for that purpose.

You must, however, leave the room **immediately after you have finished speaking (or sooner if the meeting so decides)** and you cannot remain in the public gallery to observe the vote on the matter. Additionally, you must not seek to **improperly influence** a decision in which you have a prejudicial interest.

***What do I do if I require further guidance or clarification on declarations of interest?***

If you feel you may have an interest in a matter that will need to be declared but require further guidance on this, please contact the Clerk to the Authority – preferably before the date of the meeting at which you may need to declare the interest. Similarly, please contact the Clerk if you require guidance/advice on any other aspect of the Code of Conduct.

**HUMAN RESOURCES MANAGEMENT AND DEVELOPMENT COMMITTEE**  
(Devon and Somerset Fire and Rescue Authority)

23 January 2012

Present:-

Councillor Cann (Chair), Bown, Brooksbank, Burrige-Clayton, Horsfall and Wright

Apologies:-

Councillor Boyd

**\*HRMDC/23. Minutes**

**RESOLVED** that the Minutes of the meeting held on 11 November 2011 be signed as a correct record.

**\*HRMDC/24. Declarations of Interest**

Members of the Committee were asked to consider whether they had any personal/personal and prejudicial interests in items as set out on the agenda for this meeting and to declare any such interests at this time.

No interests were declared.

**\*HRMDC/25. Absence Management and Health of the Organisation**

The Committee received for information a report of the Director of People and Organisational Development (HRMDC/12/1) that set out the progress made with absence management, including an update on aspects linked to the overall health of the organisation.

The areas set out within the report included:

- Sickness absence performance 2011/12;
- Detailed breakdown of long term sickness;
- The main reasons behind sickness absence;
- Levels of stress and referrals to counselling;
- Staff turnover;
- Discipline and grievance cases;
- Collective relationships with unions.

The Human Resources Manager stated that the current actual level of sickness absence (to the end of November 2011) was 5.33 days/shifts lost per person as compared with the same period in 2010/11 when it was 5.12 days per person. Although the Service was not achieving the same level of absence as in 2010/11, this had been improving throughout the year and was due to lower levels of absence within Fire Control and non-station based Uniformed staff.

Attention was drawn to the point that there had been another increase in long terms sickness levels for November and December 2011 but that this appeared to be back on track in January 2012. Members of the Committee enquired as to how the Service compared with other local authorities and fire services nationally. The Human Resources Manager commented that the Service was above the average for the public sector but did not perform as well as the private sector. The results of a national survey reflected that sickness in other sectors tended to reflect the same reasons for absence namely, mental health and musculoskeletal issues.

In terms of the levels of stress and referrals to counselling within the organisation, it was noted that this had increased again within Somerset although it was recognised that the figures included the counselling sessions held as a result of the M5 motorway road traffic collision in November 2011. The Service was drilling down into the information to obtain the categories for referral for counselling which may give more explanation to report to the Committee in due course.

**\*HRMDC/26. Retained Duty System: Outcome from the Part Time Workers Regulations Employment Tribunal**

The Committee received for information a report of the Director of People and Organisational Development (HRMDC/12/2) that set out the position in respect of the payment of compensation to firefighters as a result of the outcome of the case raised under the Part Time Workers Regulations at an Employment Tribunal.

It was noted that Popularis, the company engaged to deal with the payments to staff, would be in a position shortly to issue settlement offer letters to individuals. There had been £643,000 set aside in the Reserves for current personnel together with those leavers who had made a claim. It was envisaged that a further £900,000 may be needed to cover the issue of pensions and provision had been made for this although this matter had not yet been concluded.

**\*HRMDC/27. Strategic Workforce Planning**

The Committee considered a report of the Director of People and Organisational Development (HRMDC/12/3) that set out the workforce planning activity being undertaken by the Service to ensure that it had the correct staffing capacity in place to deliver the corporate objectives.

**RESOLVED**

- (a) that the Committee includes this matter as a standing agenda item for future meetings, and;
- (b) subject to (a) above, the report be noted.

**\*HRMDC/28. Exclusion of the Press and Public**

**RESOLVED** that, in accordance with Section 100A(4) of the Local Government Act 1972 the press and public were excluded from the meeting for the following item of business on the grounds that it involved the likely disclosure of exempt information as defined in Paragraphs 3 and 4 of Part 1 of Schedule 12A (as amended) to the Act, namely:

- Paragraph 3 - information relating to the financial or business affairs of the Authority; and

- Paragraph 4 – information relating to any consultations or negotiations or contemplated consultations or negotiations in connection with any labour relations matter arising between the Authority and its employees.

**\*HRMDC/29. Review of the Redundancy Multiplier**

(An item taken in accordance with Section 100A (4) of the Local Government Act 1972 during which the press and public were excluded).

The Director of People and Organisational Development reported that the Devon and Somerset Fire and Rescue Authority had agreed a multiplier to be used in the event of either compulsory or voluntary redundancy situations and that this was subject to review on an annual basis.

The Committee discussed the basis on which the multiplier may be reviewed, whereupon Councillor Bown moved (and Councillor Burridge-Clayton seconded):

“that the Director of People and Organisational Development be requested to undertake further research in respect of the redundancy multiplier offered by other fire and rescue and local authorities with a view to the submission of a report on potential options being submitted to a future meeting of the Committee”.

This was carried unanimously.

**RESOLVED** that the Director of People and Organisational Development be requested to undertake further research in respect of the redundancy multiplier offered by other fire and rescue and local authorities with a view to the submission of a report on potential options being submitted to a future meeting of the Committee.

**\* DENOTES DELEGATED MATTER WITH POWER TO ACT**

The meeting started at 14.00hours and finished at 14.55hours



# DEVON & SOMERSET FIRE & RESCUE AUTHORITY

<b>REPORT REFERENCE NO.</b>	HRMDC/12/4
<b>MEETING</b>	<b>HUMAN RESOURCES MANAGEMENT &amp; DEVELOPMENT COMMITTEE</b>
<b>DATE OF MEETING</b>	19 MARCH 2012
<b>SUBJECT OF REPORT</b>	<b>ASSESSMENT &amp; DEVELOPMENT CENTRE (ADC) TECHNICAL ASSESSMENT - UPDATE</b>
<b>LEAD OFFICER</b>	Director of People and Organisational Development
<b>RECOMMENDATIONS</b>	<p><i>That the Committee notes the approach taken in line with the principles of Technical Assessment and endorses:</i></p> <p><i>(a) The pass mark, and;</i></p> <p><i>(b) The IFE equivalent level for Supervisory level technical assessment – to be Level 3 Certificate.</i></p>
<b>EXECUTIVE SUMMARY</b>	<p>This report provides an update on the progress of technical assessment being introduced to replace stage 1 of the ADC, including the findings of a recent pilot which included 32 candidates. The outcome is that the assessments will be run on a paper-based exam basis, to include longer questions in addition to multi-choice, to increase the depth of questions and responses required. Recommendations on the level of passmark and IFE equivalence are included as outlined above.</p> <p>This represents part of the process of evolution of ADC's, which has recently included fundamental changes to validity periods and in-band processes.</p> <p>The recommendations above were approved by the SMB on 14<sup>th</sup> February 2012.</p>
<b>RESOURCE IMPLICATIONS</b>	<p>Potential future revenue from onward sale of technical assessment to other services.</p> <p>Time taken to mark the technical assessments replaces previous time required to mark Stage 1 (PQA based assessments) – and therefore is not anticipated to increase overall.</p>



<b>EQUALITY IMPACT ASSESSMENT</b>	ADCs are open to all operational staff regardless of duty system, gender, age etc. These proposals do not affect the existing way in which ADC processes are managed, and individual needs and reasonable adjustments will continue to be accommodated within any part of the ADC process.
<b>APPENDICES</b>	Appendix 1 – Examples of Technical Assessment questions  Appendix 2 – Reading List
<b>LIST OF BACKGROUND PAPERS</b>	Report HRMDC/11/4 to Human Resources Management & Development Committee on 11 April 2011

## 1. **BACKGROUND**

- 1.1 Service Management Board previously approved plans to streamline the Assessment & Development (ADC) process and to introduce a technical assessment to replace the existing Stage 1 (February and June 2011). This approach was endorsed by the Committee at its meeting on 11 April 2011 (Minute \*HRMDC/30 refers). The Training and Development Department have since developed a set of technical assessment questions to meet this need.
- 1.2 Over the past few months, Training & Development has made significant changes to the ADC process overall, including removing the validity criteria, significant changes to in-band ADC requirements and development and piloting of the streamlined ADC tools. New toolkits will be used at Supervisory level for the first time in February/March, where the benefits outlined (resource savings, reduced pressure on assessors and applicants) will begin to be seen.
- 1.3 Technical Assessment is being introduced to meet an immediate service delivery need, satisfying the requirements for improved firefighter safety and with a view to being able to provide a consistent and effective product that could be marketed across to other Fire & Rescue Services if appropriate. This paper focuses on the next steps for technical assessment
- 1.4 This report outlines:
- a) the findings of the trial assessment carried out in December 2011;
  - b) the planned format for the technical assessment process to be carried out in February 2012;
  - c) provides a recommended pass mark for SMB approval; and,
  - d) provides a recommendation of the link to the IFE framework (at the Supervisory ADC level) for SMB approval.

## 2. **THE PRINCIPLES**

- 2.1 The key principle for the assessment is to use operational technical knowledge as a measure to select suitable staff for progression to the more costly ADC. In addition successful completion of the Technical Assessment would allow for individuals to 'act up' to the next level on completion of the necessary risk critical training courses to achieve the Service's statutory response obligations.
- 2.2 In determining the structure of the assessment an analysis was carried out into the various assessment systems i.e. written answers verses multiple choice and paper based assessment verses electronic systems such as the services Classroom Performance System (CPS). In addition the structure of the Institution of Fire Engineers (IFE) examinations has been looked at for comparison and equivalency and an initial attempt has been made to mirror the style of syllabus for those examinations. Please note that we are aware that significant further work is required to fully look at the possibility of re-integrating IFE exams into the service. This brief report does not address this element in detail.

### 3. **QUESTION DEVELOPMENT**

- 3.1 The potential number of applicants that may apply from Firefighter to Crew Manager is estimated to be 60-100. Based on this figure it was considered that a meaningful assessment of an individual's technical knowledge would require a number of questions at a level and quality sufficient to meet the principles of assessment without being too onerous to mark by the Workforce Development team.
- 3.2 As such, the Selection and Development Group with representatives from Service Delivery agreed a mixture of multiple choice and both short written and longer written answers. On this basis, a paper was written using both existing questions from within our internal training department assessment processes and by development of additional question banks that have been written in line with the available syllabus materials. The questions are of a style that are not DSFRS specific and therefore can be easily referenced to both standard operating procedures and legislation and could be used in other FRS. The sample questions for technical assessment are set out in Appendix 1 of this report, together with a syllabus/reading list at Appendix 2 for information.
- 3.3 The assessment paper was split into two with part 1 consisting of multiple choice questions and part 2 written answers.

### 4. **TRIAL ASSESSMENT**

- 4.1 32 firefighters took part in a number of trial assessments in December 2011. They completed a written paper and in addition were asked to complete a feedback form outlining their view of the process, questions, format, the amount of preparation undertaken etc.
- 4.2 A reading list was published on the intranet 6 weeks in advance of the first assessment, providing links to all of the source documents and pinpointing specific chapters etc where appropriate.
- 4.3 The candidates completed a written paper, including 40 multiple choice questions and a number of short and long answer questions overall, taking between 50 and 90 minutes. The questions were categorised into 3 key areas; Operational, Incident Command and Other (Legislative etc).
- 4.4 The feedback on the process was extremely positive, with all participants welcoming the introduction of technical assessment as part of the promotions process.
- 4.5 There were individual concerns over accessing the extensive reading material remotely (at home) and efforts will be made to ensure all future participants are aware of how to access the materials from a variety of different sources. Interestingly, no one showed any concern about being 'given' the time to study and neither did anyone raise the question of payment or reward.
- 4.6 During the trial it was soon established that the benefits of electronic multiple choice questions (quick to mark and administer) were outweighed by the qualitative feel of longer questions.

- 4.7 Incident Command multi-choice questions were answered very well by all candidates irrespective of their previous level of Incident Command training with the minimum score achieved being 9/13 (69%). However, there were some areas of concern in subjects such as High Rise, Radio Procedure and the legislative obligations of the Service under the Fire Services Act. Breathing apparatus and branch lines were also poorly answered and these issues will be fed back into the training delivery teams for the necessary improvement.
- 4.8 The learning the Service can take from performance in particular areas of operational knowledge will become an important part of the new process. This can be used to provide a snapshot of the organisation learning cycle.

5. **PLANNED FORMAT**

5.1 Based on the outcomes of the pilot, the planned format of the February Technical Assessment is:

- Written (paper-based) assessment
- Mix of multi-choice, short and long answer questions
- 3 key sections – Operations, Incident Command and Other (including Legislation etc)

5.2 Candidates will have up to 1¼ hours (75 minutes) to complete the paper.

5.3 It will be held under exam conditions.

5.4 Based on our experience of marking longer questions, the Workforce Development Team will in future schedule a markers week to ensure all papers are marked and feedback reports compiled for a quick turnaround.

6. **THE PASS MARK**

6.1 The overall results (scores) for the pilot assessment are summarised in the attached table:

<b>Overall Score achieved by candidates (%) - range</b>	<b>Number of Candidates Scoring in this range</b>	<b>% of candidates Scoring in range</b>	<b>% Candidates successful if passmark set at min of range</b>
85%-100%	0	0%	0%
80%-85%	3	9%	9%
75% - 80%	3	9%	19%
<b>70% - 75%</b>	2	6%	<b>25%</b>
65% - 70%	3	9%	34%
60%-65%	6	19%	53%
55% - 60%	4	13%	66%
50% - 55%	5	16%	81%
45% - 50%	3	9%	91%
40% - 45%	2	6%	97%
35% - 40%	0	0%	97%
30% - 35%	1	3%	100%

6.2 In determining the pass mark a the Service needs to ensure operational competence and that the assessment is a robust test of knowledge.

### 6.3 What pass marks are set elsewhere?

- Across our courses/development programmes the Service typically sets a passmark of 70% (for multichoice questions).
- Other Services using similar sorts of technical assessment have typically been setting a passmark in the region of 50% - 60%.
- The IFE examination process pass mark is 40%

6.4 Given that approximately 35% of our staff did no preparation for this assessment (and therefore if they had, the Service would expect significantly higher scores), and our aspiration for excellence, together with the range and type of questions being set, it is **recommended that an overall score of 70% across all parts of the paper be required.**

6.5 25% of the pilot group achieved this level, and it is believe this is achievable (whilst stretching) for everyone if staff put in the pre-work.

## 7. EQUIVALENCY/VALIDITY

7.1 Although the validity of the 'ADC' itself (or stage 2 as formerly known) has now been extended indefinitely (subject to ongoing performance and competence in role), in earlier papers it is proposed that technical assessment would need to be retaken every year, to provide currency of knowledge and ensure ongoing technical competence. We have communicated out to staff that they would need to be successful in the technical assessment prior to each occasion that they apply for an ADC.

7.2 The Institute of Fire Engineers examinations are formal examinations held on an annual basis that require a level of commitment and study that should be acknowledged within DSFRS's selection process. Analysis of the IFE structure identifies the following cross mapping:

- Level 2 (formerly Preliminary exam) – FF level
- Level 3 Certificate (formerly Intermediate exam) – CM level
- Level 3 Diploma (formerly Graduates exam) – WM level
- Level 4 Certificate (formerly Members exam) – SM level

7.3 **Recommendation: On this basis completion of the level 3 certificate should allow a candidate to progress direct to the Supervisory ADC.**

7.4 It is also recommend that in order to maintain currency, the Service sets some time limit on the currency of the IFE exams. The suggestion is that the IFE exams need to have been completed in the past 2 years (or longer if evidence is provided by the candidate of ongoing CPD).

7.5 More detailed analysis needs to take place to determine the equivalency at SM level. Any equivalency will only be supported within two years of achievement of the qualification in line with Accreditation of Prior Learning.

7.6 Additional work is underway to look at inclusion of IFE qualifications as potentially an essential element of the person specification, thus requiring candidates to achieve the above levels prior to application for the next role. By placing the emphasis at person specification it overcomes issues of competency and pay. Any formal proposals for this will be presented to SMB for future consideration.

## 8 **FIRE CONTROL STAFF**

- 8.1 Although the original intent was for Fire Control staff to have a set of technical questions (similar to operational staff) ahead of the full ADC, due to the pressures on control resources to deliver the combined control room, resource has not been available to develop an appropriate question set. Additionally, due to the ongoing resource requirements of creating and delivering technical question sets, for relatively small numbers of staff, the Service is planning to use the 'sift' for Control staff consist of the Simulated Exercise (Simex) used previously. Stage 2 will be exactly the same as for other operational staff, with the same passmark etc applied.

## 9 **NEXT STEPS**

### 9.1 Supervisory Management ADC

- The first Supervisory ADC including Technical Assessment for stage 1 has been advertised (13<sup>th</sup> Jan).
- The assessment will take place between 20<sup>th</sup> and 27<sup>th</sup> February.
- Marking will be completed by 9<sup>th</sup> March
- Agreement of who will go through to stage 2: w.c. 12<sup>th</sup> March.

### 9.2 Middle Management ADC:

- Development of technical assessment questions – by early March
- Quality Assurance: March
- Use as part of the next ADC process – late April

## 10. **RECOMMENDATIONS**

- 10.1 It is recommended that the Committee notes the approach taken in line with the principles of Technical Assessment and endorses:

- (a) The pass mark
- (b) The IFE equivalent level for Supervisory level technical assessment – to be Level 3 Certificate.

**JANE SHERLOCK**

**Director of People and Organisational Development**

**Example Technical Assessment Questions  
Stage 1 Supervisory ADC**

**1. Example Multichoice Questions**

Note: A correct answer on each multichoice question is worth 1 mark.

**1.1 What is the minimum cooling period for an acetylene cylinder that has been involved in fire and shown signs of decomposition?**

- A. 12hrs
- B. 6hrs
- C. 24hrs
- D. 36hrs

**1.2 Which factor is common in all potential backdraughts?**

- A. Vented compartment
- B. Slow burning fuel
- C. High energy flammable gases
- D. Limited Ventilation

**1.3 In relation to conducting a rescue from a lift which of the following answers correctly identifies a shear trap?**

- A. A risk of being caught between a moving lift and a landing opening
- B. A risk of being caught between a lift counter balance weight and structures within the lift shaft
- C. A risk of being caught in moving machinery in the lift motorway
- D. Both A and B

**1.4 In relation to carrying out a rescue from a silo, what is meant by the term bridging?**

- A. A phenomenon whereby the seemingly solid contents are in fact merely a bridge over a void as the contents have been emptied away from below.
- B. Using ladders in a horizontal method to bridge across a void
- C. A phenomenon where the contents of the silo have become compacted to form a solid surface
- D. Using an aerial appliance to gain access to an upper level of the silo

## **2. Example Short Answer Questions:**

Note: A correct answer on each short answer question will be worth different numbers of marks according to the complexity or detail required in the answer. This will be specified on the final question paper.

### **2.1 The use of handheld communications is potentially hazardous in the following situations:**

1. Hospitals
2. Incidents involving explosives
3. Rtc's where vehicles are fitted with SRS

Briefly explain what restrictions on radio use should be put in place for each of these incident types.

(12 marks)

### **2.2 FRSs operate a system for notifying environment agencies of incidents they are attending that have the potential to cause environmental pollution.**

**Give 5 examples of when the environment agency should be informed of fire service actions:-**

(5 marks)

## **3. Long Answer Example Question**

Finally there will be a scenario question similar to the one below, this question is designed to give you the opportunity to show your depth of knowledge and thought processes when dealing with a small incident. Marks for each part of the question will be provided in the paper.

**You are officer in charge of the first attendance at a fire in a small guest house, (2 floors, 20m square) you have a crew of four and a second appliance is on its way.**

**You are greeted by the owner who says a fire has broken out in the kitchen fryer and there is still a guest in the first floor room number 3. She gives you a plan.**

**The building is ventilated and there is smoke issuing from several windows and the front door.**

### **3.1 There is a risk of which fire phenomenon occurring at this incident?**

**Describe the phenomenon in your own words and list the signs and symptoms:**

(10 marks)

### **3.2 If you were to commit a crew before the second pump arrives what procedure would you instigate?**

**What are the criteria that must be met for that procedure and what are its limitations?**

(10 marks)

### **3.3 Which acronym would you use to brief the crew?**

**Give an example of a simple brief for this incident using this Acronymn.**

(12 marks)



**3.4 Write an informative message for this incident, assuming you have committed a crew. In addition, state which acronym you would use to assist you with a building fire informative.**

(10 marks)

**Post fire you notice that one of the fire escapes was padlocked.**

**3.5 It is determined that the locked door is a breach of fire safety legislation, which piece of legislation is it a breach of? Who enforces that legislation?**

(4 marks)

***Reading List: Technical Assessment***

A full list of reading material and links can be found on the intranet on the following page:

<http://intranet/Departments/Training/SupervisoryLevel.asp>

The syllabus covers:

- Incident Command System
- Fire Safety
- Environmental Protection
- Equality & Diversity
- Health Safety and Risk Assessment
- Breathing Apparatus and Fire Fighting
- Legislation
- Hazardous Materials
- Electricity
- Transport
- Pumps & Water Supplies
- Water Rescue
- Working at Height
- Specific Risks



# DEVON & SOMERSET FIRE & RESCUE AUTHORITY

<b>REPORT REFERENCE NO.</b>	HRMDC/12/5
<b>MEETING</b>	<b>HUMAN RESOURCES MANAGEMENT &amp; DEVELOPMENT COMMITTEE</b>
<b>DATE OF MEETING</b>	19 MARCH 2012
<b>SUBJECT OF REPORT</b>	<b>ABSENCE MANAGEMENT &amp; HEALTH OF THE ORGANISATION</b>
<b>LEAD OFFICER</b>	<b>Director of People and Organisational Development</b>
<b>RECOMMENDATIONS</b>	<i>That the report be noted.</i>
<b>EXECUTIVE SUMMARY</b>	The progress with Absence Management has been included as a standing item within the Human Resources Management and Development (HRMD) Committee agenda. This report includes an update of the Service performance for absence levels. In addition, the Committee have sought to consider wider aspects which are linked to the overall health of the organisation.
<b>RESOURCE IMPLICATIONS</b>	
<b>EQUALITY RISK &amp; BENEFITS ASSESSMENT</b>	The Absence Management policy has had an equality impact assessment.
<b>APPENDICES</b>	None
<b>LIST OF BACKGROUND PAPERS</b>	None

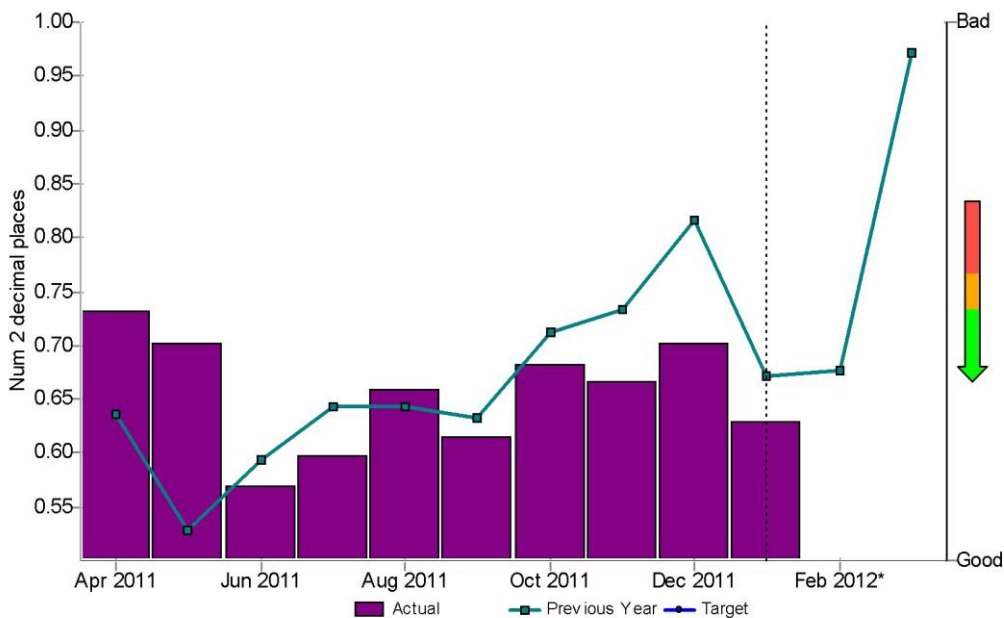
**1. INTRODUCTION**

1.1 Absence levels have previously been identified as a key measure as they affect the efficiency and the effectiveness of the Service. The Human Resources Management and Development (HRMD) Committee have therefore determined that this measure will be monitored and reviewed as a standing item. The Service has also taken a wider view of the general Health of the Organisation but these measures are generally longer term and having reported on them in January 2012 it would seem sensible to next review these in the financial year 2012/13.

**2. 2011/12 ABSENCE PERFORMANCE**

2.1 The current actual level for 2011/12 is 6.55 days/shifts lost per person compared with the previous year when it was as at an average of 6.60 days per person. This rate has been improving throughout the year from a poor start when we were 12.7% worse than the previous year to where we are now at a point of being 0.8% better than last year.

**All Staff – Sickness Rates per Person – by Month**

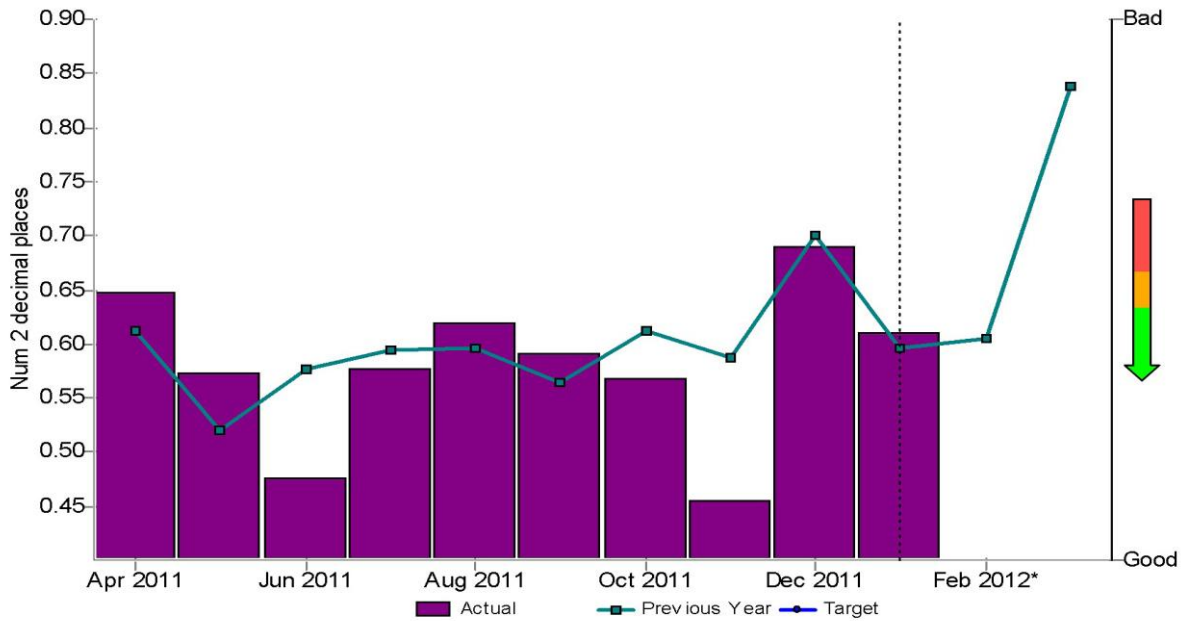


	<b>Actual 11/12</b>	<b>Previous Year 10/11</b>	<b>% variance on previous year</b>
Apr-11	0.73	0.64	(15.1%)
May-11	0.70	0.53	(32.8%)
Jun-11	0.57	0.59	4.2%
Jul-11	0.60	0.64	7.2%
Aug-11	0.66	0.64	(2.5%)
Sep-11	0.61	0.63	2.9%
Oct-11	0.68	0.71	0.0%
Nov-11	0.67	0.73	2.2%
Dec-11	0.70	0.82	14.1%
Jan-12	0.63	0.67	6.5%
Feb-12			
Mar-12			
<b>YTD</b>	<b>6.55</b>	<b>6.60</b>	<b>0.8%</b>

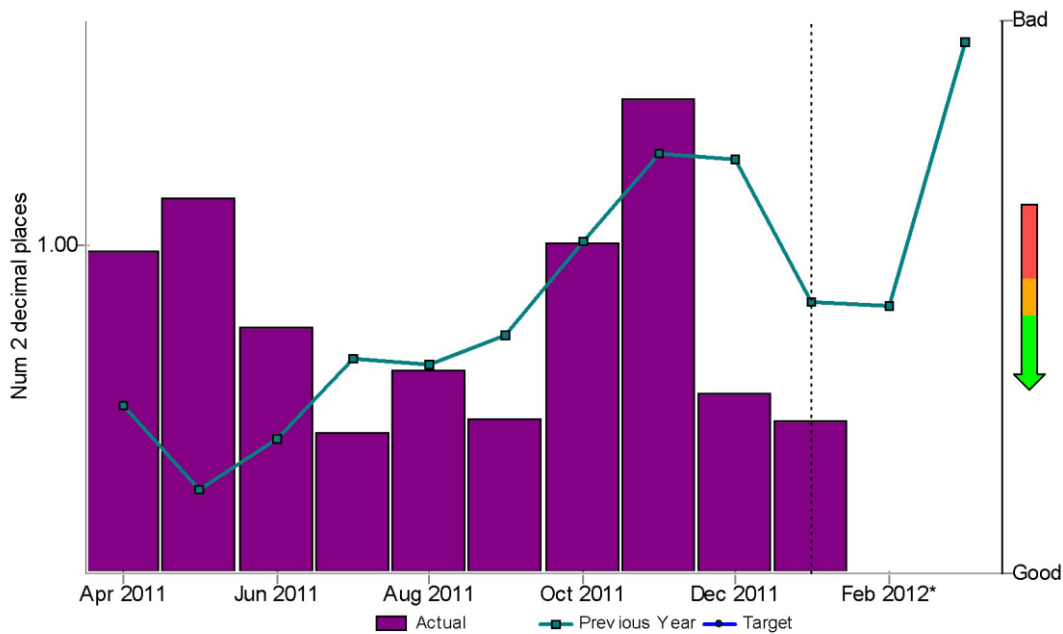
2.3

The Service can break down the figures by staff category and the rates for Uniformed, Control and Support staff are shown below.

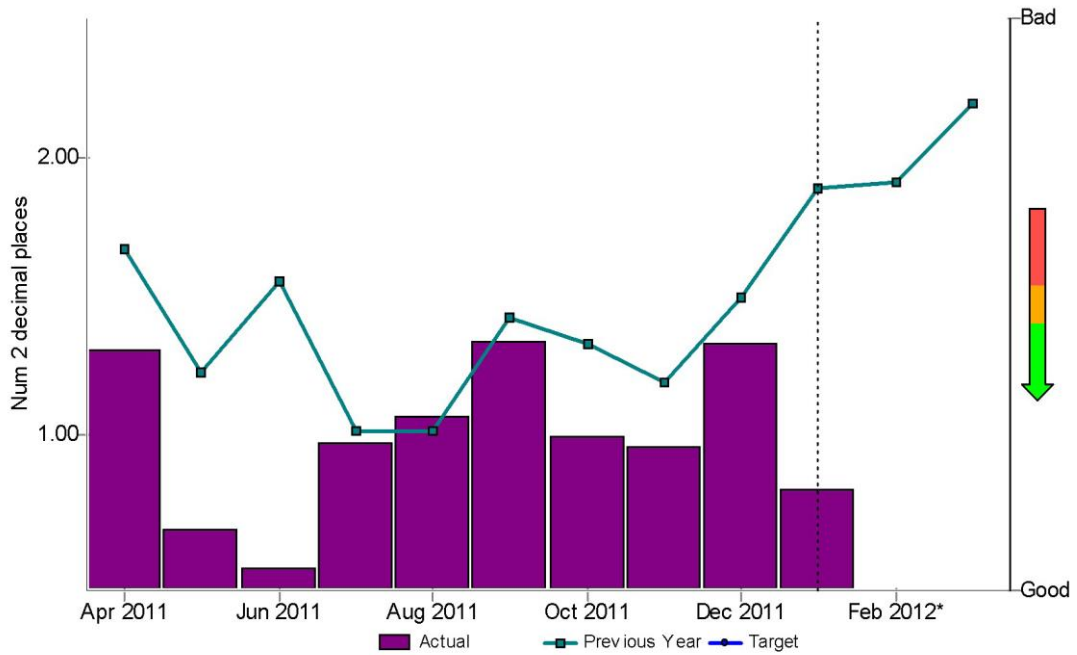
**Uniformed Staff Sickiness Rates by Month 2011/12**



**Support Staff Sickiness Rates by Month 2011/12**



### Control Staff Sickness Rates by Month 2011/12



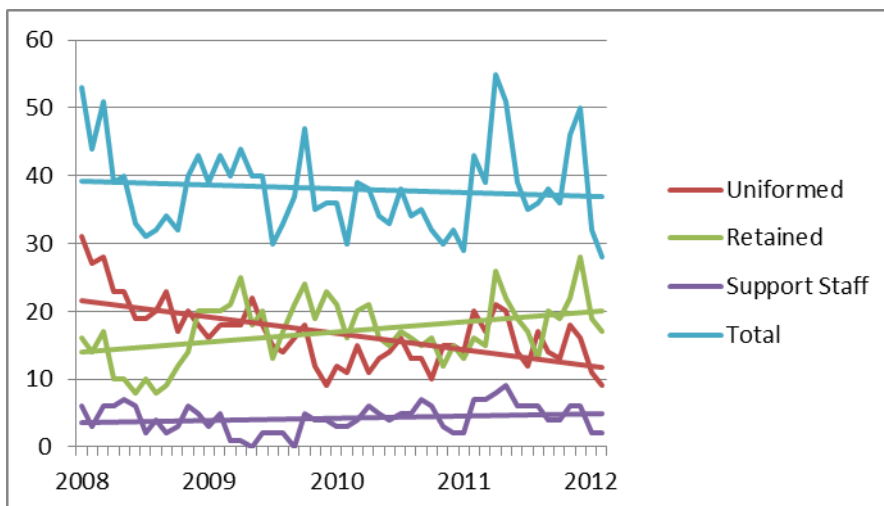
### 3. DETAILED BREAKDOWN OF LONG TERM SICKNESS

3.1 The monitoring of long term sickness i.e. those over 28 days, is reported on a monthly basis and includes those who are long term sick and those on restricted duties.

#### 2011/12

Number of staff	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Uniformed	21	20	14	12	17	14	13	18	16	11	9	
Retained	26	22	19	17	13	20	19	22	28	19	17	
Support Staff	8	9	6	6	6	4	4	6	6	2	2	
<b>Total</b>	<b>55</b>	<b>51</b>	<b>33</b>	<b>38</b>	<b>34</b>	<b>38</b>	<b>36</b>	<b>46</b>	<b>50</b>	<b>38</b>	<b>28</b>	

### Long-term Sickness 2008 to February 2012 – Number of Staff

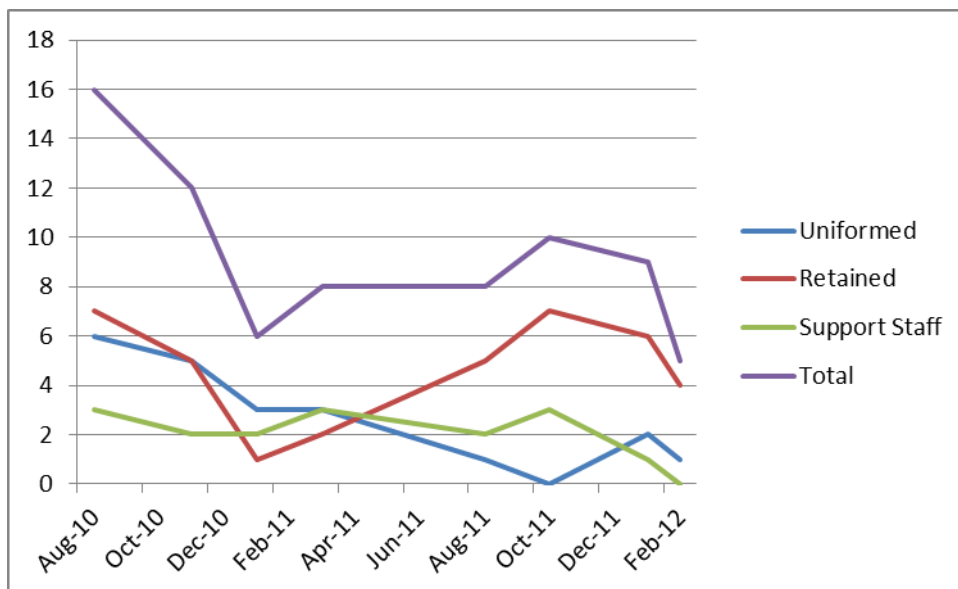


3.2 The Long term sickness can then be further broken down for staff with absences that have been ongoing for a period longer than 6, 12, 18 and 24 months.

**Feb-12**

Number of staff	>6 mths	>12 mths	>18 mths	>24 mths	Total
Uniformed	1	0	0	0	1
Retained	2	1	0	1	4
Support Staff	0	0	0	0	0
<b>Total</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>5</b>

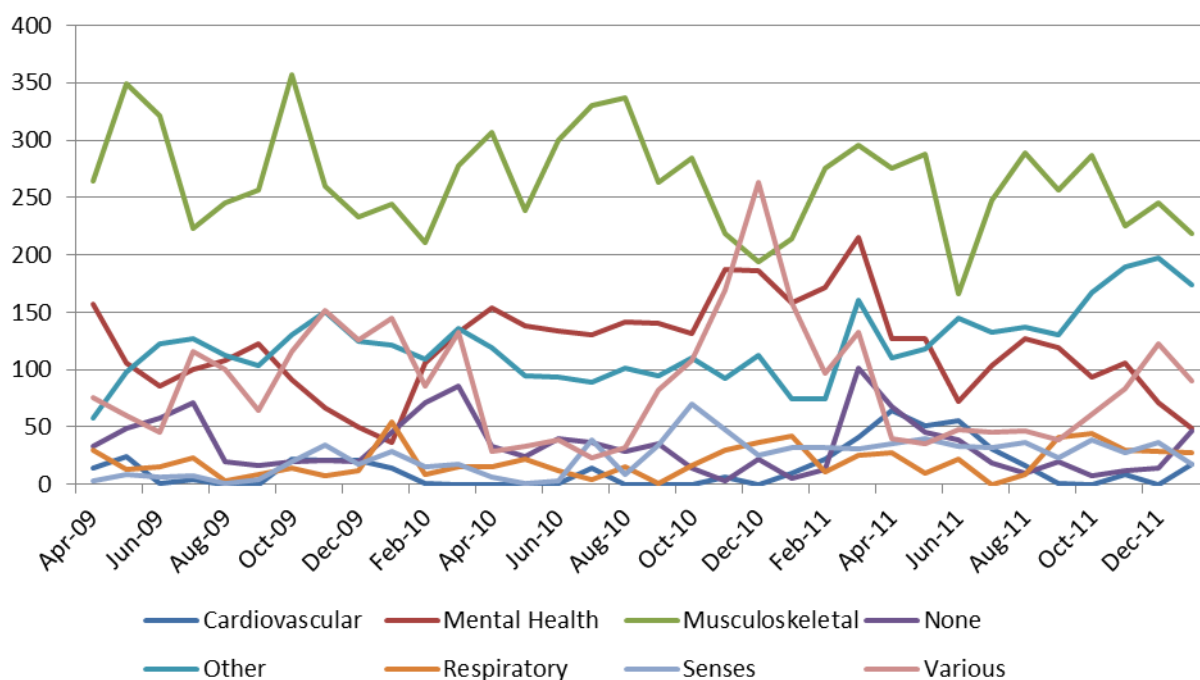
**Long-term Sickness – Number of Staff with greater than 6 months sickness**



**4. REASONS FOR SICKNESS ABSENCE**

4.1 The graph below show the reason categories for sickness. The ‘Other’ category includes sickness relating to neurological (headaches/migraines) and Gastro intestinal (sickness/diarrhoea whilst) ‘Various’ includes colds, flu and dental. Both of these categories increased from September to December but have seen a decrease during January.

### Days/shifts lost to sickness for all staff



#### 5. MENTAL HEALTH

- 5.1 It is recognised that there is a close link between wellbeing and personal performance. People who feel well will generally perform better than people who do not feel well.
- 5.2 The Service has counselling contracts in place and the number of sessions is shown below. An individual will have multiple sessions to assist them with their mental health issue.

##### Devon Counselling

	No of Sessions
2007/8	134
2008/9	180
2009/10	237
2010/11	261
2011/12 (Apr – Dec)	130

##### Somerset Counselling

	No of Sessions
2007/8	176
2008/9	143
2009/10	153
2010/11	304
2011/12 (Apr – Feb)	431



**6. CONCLUSION**

- 6.1 For the year to date, the Service absence levels are lower than the same period in the previous year. The Health of the Organisation continues to be an important aspect of the wider issues that should be considered by the Service and Authority on our journey to excellence.

**JANE SHERLOCK**

**Director of People and Organisational Development**



# DEVON & SOMERSET FIRE & RESCUE AUTHORITY

<b>REPORT REFERENCE NO.</b>	HRMDC/12/6
<b>MEETING</b>	<b>HUMAN RESOURCES MANAGEMENT &amp; DEVELOPMENT COMMITTEE</b>
<b>DATE OF MEETING</b>	19 MARCH 2012
<b>SUBJECT OF REPORT</b>	<b>DRAFT EQUALITY PLAN 2012-16 AND CONSULTATION REPORT</b>
<b>LEAD OFFICER</b>	Director of People and Organisational Development
<b>RECOMMENDATIONS</b>	<p><i>That the Committee:</i></p> <p><i>(a) notes the contents of the Consultation Report, and;</i></p> <p><i>(b) approves the Equality Plan 2012-16, amended as appropriate in line with the outcome of the consultation, and commends it to the Devon and Somerset Fire and Rescue Authority for endorsement and adoption.</i></p>
<b>EXECUTIVE SUMMARY</b>	<p>The Equality Act 2010 creates nine legally protected characteristics, namely:</p> <p>Age, Disability, Gender reassignment, Marriage and civil partnership, Pregnancy and Maternity, Race, Religion and Belief, Sex and Sexual orientation.</p> <p>It also created a new Public Sector Equality Duty, from April 2011. This plays a key role in ensuring that public bodies incorporate fairness into all policies and working strategies to meet the needs of everyone.</p> <p>The duty states that, in relation to the protected characteristics above (with the exception of marriage and civil partnership in relation to 2 and 3) public authorities must give due regard to the need to:</p> <ol style="list-style-type: none"> <li>1 <b>Eliminate discrimination, harassment, victimisation and any other prohibited conduct</b></li> <li>2 <b>Advance equality of opportunity</b></li> <li>3 <b>Foster good relations between people by tackling prejudice and promoting understanding.</b></li> </ol>

	<p>We are working hard to incorporate these duties into our work; making people safer, working with partners to tackle societal inequalities and ensuring our employees fulfil their potential.</p> <p>Our specific duties require us to publish equality objectives to help us meet the general duty by 6 April 2012. The equality plan, Safer Lives, brighter futures, is a strategy meet this requirement and to assist the organisation to meet its Corporate Target, to attain the Excellent level of the Fire and Rescue Service Equality Framework by 2014.</p>
<b>RESOURCE IMPLICATIONS</b>	<p>No new money requirements have been identified, with the exception of the assessment fee and expenses for the Excellent level of the Fire and Rescue service in 2014, approximately £6,300. Some actions are already planned and have been built into existing budget requirements or are changes to ways of working and continuous improvement to existing and planned processes. There is no financial (cash) impact on existing projects. Actions will be programmed into business plans over the next four years by the responsible managers.</p>
<b>EQUALITY RISK AND BENEFITS ANALYSIS</b>	<p>There are no risks of discrimination or disadvantage for a particular characteristic in this plan.</p> <p>There positive benefits across all protected characteristics, described in the plan.</p>
<b>APPENDICES</b>	<p>Appendix A - Draft Equality Plan 2012-2016: Safer lives, brighter futures (page numbered and enclosed separately).</p> <p>Appendix B - Draft Equality Plan: Consultation report March 2012 (page numbered and enclosed separately).</p>
<b>LIST OF BACKGROUND PAPERS</b>	<p>Equality Act 2010</p> <p>Equality Framework for Fire and Rescue Services</p>