

# Fire Service

Leadership and management  
training courses





# Contents

<b>Introduction</b>		1
<b>Supervisory manager courses</b>		
SPM1	Setting organisational standards	3
SPM2	Crew and watch manager leadership	4
SPM3	Watch dynamics and team building	5
SPM4	Coaching and mentoring personnel	6
SPM5	Workplace and partnership meetings	7
SPM6	Managing watch performance	8
SPM7	Investigations	9
SPM8	Dynamic risk assessment	10
SPM9	Level 1 Fire investigation	11
<b>Middle manager courses</b>		
MM1	Station leadership	12
MM2	Station dynamics and team building	13
MM3	Coaching and mentoring personnel	14
MM4	Workplace and partnership meetings	15
MM5	Managing performance	16
MM6	Investigations	17
MM7	Mediating between employees	19
<b>In-house course costs</b>		20
<b>Teaching facilities for courses</b>		21
<b>Course support information</b>		22
<b>Enquiry form</b>		24
<b>Company details</b>		25

## Introduction

This document is designed to help fire services inform their training procurement decisions by presenting the standard courses we offer, their content, costs and our flexible methods of delivery.

We start by listing existing courses before offering details of their content.

Our aim is to give customers what they want. This means we are happy to adapt any aspect of our courses to meet their requirements in terms of duration, content, assessment, venue, delivery and date.

### **National Occupational Standards (NOS) and IPDS modules**

Courses are designed to the National Occupational Standards for fire officers and their associated IPDS Development Modules.

### **Courses for Fire Officers**

The courses have been designed so supervisory and middle managers can obtain the knowledge, understanding and skills they require for the following roles:

- Crew Manager
- Watch Manager
- Station Manager
- Group Manager

For details, see flow chart on following page detailing how courses build on each other

### **Qualifications**

Xact provides BTEC qualifications. Qualifications for Supervisory and Middle Managers are available.

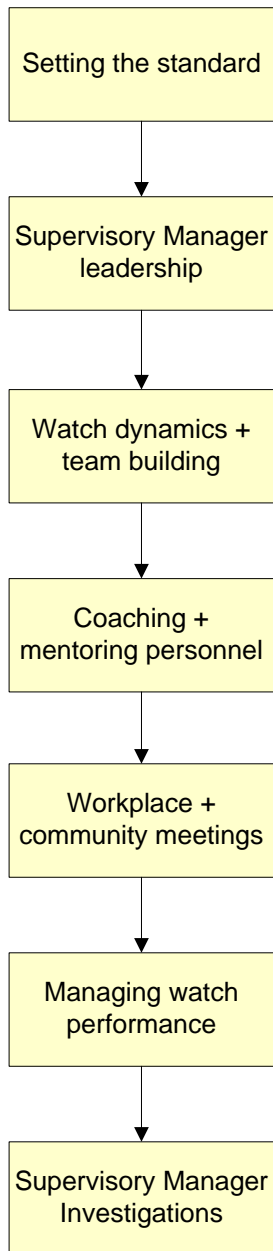


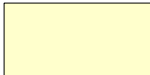
Register your interest by completing and submitting our enquiry form (see page 24). We guarantee a prompt response and look forward to hearing from you.

**Course Structure**

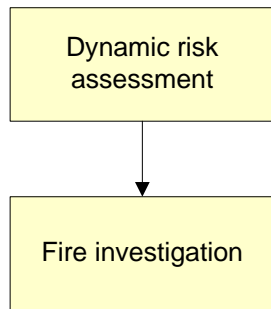
Courses stand alone, building on the previous one. Overlap and duplication are avoided to make learning as smooth-running and cost-effective as possible.

**Crew + watch managers  
core progression**

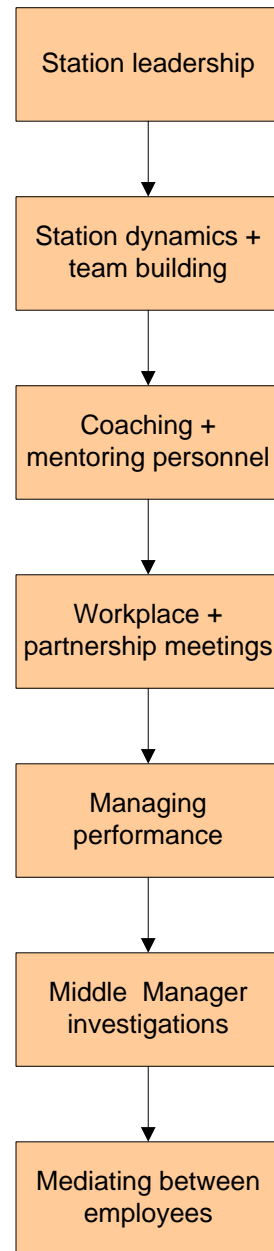


 Supervisory Manager

**Crew + watch managers  
core operational**



**Station + group managers  
core progression**



 Middle Manager

## Supervisory manager: Setting organisational standards

### Target audience

Crew and watch managers

### Aim

To enable delegates to understand the organisations behavioural policies

### Subject areas:

- Equality and diversity
- Disability
- Sex, race and age discrimination
- Bullying and harassment
- Discipline and grievance

### Learning process

An organisation's policy statements reflect the standards of behaviour expected of its personnel. We show delegates how to meet those expectations themselves while supporting those they manage to do so also. In this way, the training complements directly our Managing watch performance course (SPM6)

### Delivery

PowerPoint presentations, flipchart explanation, group discussion, individual tuition and practical sessions

### Duration

1 day

### IPDS modules

004, 062

## Supervisory manager: Crew and watch manager leadership

### Target audience

Crew and watch managers

### Aim

To provide delegates with the knowledge and understanding to lead in a range of operational and non-operational settings

### Outcomes

To enable delegates to:

- understand principles and styles of leadership
- understand and explain their own style of leadership
- lead in the workplace on a watch / station
- apply leadership in an operational setting to achieve service objectives

### Learning process

"What makes a good leader?" is the question posed by this module. We support delegates to examine the role of leaders in The Fire Service; leadership styles past and present and leading in operational contexts. They will also complete a case study of a leader supported by leadership theory

### Delivery

PowerPoint presentations, flipchart explanation, group discussion, individual tuition and practical sessions

### Duration

2 days

### IPDS modules

003, 053

## Supervisory manager: Watch dynamics and team building

### Target audience

Crew and watch managers

### Aim

To provide delegates with the knowledge, understanding and skills to manage watch personnel

### Outcomes

To enable delegates to:

- recognise good verbal and non-verbal communication and its link to effective management of groups
- identify techniques to improve effective group development and leadership
- distinguish different types of teams, their purpose and how to build and develop team strength

### Learning process

We offer an introduction to group dynamics and team building including an exploration of the importance of teams featuring a wide range of talents and an emphasis on Equality and Diversity. Recreations of real-life situations help delegates practise theoretical models and identify different team roles

### Delivery

PowerPoint presentations, flipchart explanation, group discussion, individual tuition and practical sessions

### Duration

2 days

### IPDS modules

022, 082

## Supervisory manager: Coaching + mentoring personnel

### Target audience

Crew and watch managers

### Aim

To provide delegates with the knowledge, understanding and skills to improve performance of personnel with coaching and mentoring

### Outcomes

To enable delegates to:

- recognise non-verbal communication
- understand how to influence through communication
- conduct action-centred learning

### Learning process

We show delegates how to coach and mentor effectively, with lots of opportunity for practice. They join actors in role-play that recreates workplace scenarios featuring both watch personnel and members of the public

### Delivery

PowerPoint presentations, flipchart explanation, group discussion, individual tuition and practical sessions

### Duration

2 days

### IPDS modules

002, 005, 023, 039, 040, 070, 076

## Supervisory manager: Workplace and partnership meetings

### Target audience

Crew and watch managers

### Aim

To provide delegates with skills and practical experience to participate in and chair a range of internal and external meetings

### Outcomes

To enable delegates to:

- understand the underpinning principles of meetings
- prepare and chair an internal meeting
- gain an overview of local strategic partnership
- participate in a local strategic partnership meeting at neighbourhood/community level

### Learning process

Here delegates learn how to perform effectively at meetings - both those internal to The Fire Service and those involving community leaders. How the service fits in with the current partnership landscape is explored. The module also includes an introduction to effective communication skills with role-play sessions featuring delegates and actors

### Delivery

PowerPoint presentations, flipchart explanation, group discussion, individual tuition and practical sessions

### Duration

2 days

### IPDS modules

011, 025, 026, 049

## Supervisory manager: Managing watch performance

### Target audience

Crew and watch managers

### Aim

To provide delegates with the knowledge, understanding and skills to manage performance at watch level

### Outcomes

To enable delegates to:

- manage lateness, short-term sickness and return-to-work interviews
- tackle inappropriate behaviour on watches and in general workplace
- deliver performance required by line managers
- manage fire-fighter performance

### Learning process

This course supports crew and watch managers to manage face-to-face reviews of individual performance effectively. Delegates have the opportunity to develop communication skills alongside actors in true-to-life scenarios addressing issues such as absence management, poor performance and inappropriate behaviour. An overview of performance management and its place in The Fire Service is included

### Delivery

PowerPoint presentations, flipchart explanation, group discussion, individual tuition and practical sessions

### Duration

2 days

### IPDS modules

007, 012, 038, 039, 076

## Supervisory manager: Investigations

### Target audience

Crew and watch managers

### Aim

To enable delegates to investigate a range of low level investigations including discipline, grievance, performance and accidents at work

### Outcomes

To enable delegates to:

- understand the organisational needs for investigation
- plan, collate and evaluate evidence in a range of settings
- conduct interviews
- report findings

### Learning process

In groups (syndicates) of up to 4, each syndicate investigate different reconstructions of workplace investigations. Actors feature in this skills-based practice where syndicates:

- analyse evidence and formulate investigation plans
- conduct formal interviews
- produce an investigation case file with summary and supporting evidence
- present their findings to a Station Manager

### Delivery

PowerPoint presentations, flipchart explanation, group discussion, individual tuition and practical sessions

### Duration

3 days

### IPDS modules

001, 009, 019, 020, 069, 087, 088

## Supervisory manager: Dynamic risk assessment

### Target audience

Firefighters, crew and watch managers

### Aim

To provide delegates with a practical understanding of the dynamic risk process

### Outcomes

To enable delegates to understand:

- hazard recognition and risk control
- safe person concept
- consideration factors when making operational decisions
- management of personnel and resources during dynamic risk situations

Delegates will also learn to:

- develop safe systems of work during an incident

### Delivery

PowerPoint presentations, flipchart explanation, group discussion, individual tuition and exercises.

Facilitated by the tutor, delegates operate in groups for exercises. We find that this way of working encourages group members to become fully engaged in the learning process. It also encourages them to share existing experience and skills.

### Duration

4 hours

### IPDS modules

006, 071

## Supervisory manager: Level 1 Fire investigation

### Target audience

Crew and watch managers

### Aim

To provide delegates with a practical understanding of investigating fire scenes

### Subject areas

To enable delegates to understand:

- fire behaviour
- heat transfer, ignition and ventilation
- burn patterns and charring
- spalling
- behaviour of electrical items in fire
- glass behaviour

### Learning process

Here we re-enforce learning with photographs and objects from fire scenes. The final exercise takes place in a fire behaviour unit, where a fire scene has been set up. Delegates' scene investigation involves:

- Identifying how the fire started and spread
- Preserving the scene at operational incidents

### Delivery

PowerPoint presentations, flipchart explanation, group discussion, individual tuition and practical sessions

### Duration

1 day

### IPDS modules

081

## Middle manager: Station leadership

### Target audience

Station and group managers

### Aim

To provide delegates with the knowledge and understanding to lead in a range of operational and non-operational settings

### Outcomes

To enable delegates to:

- understand day-to-day leadership requirements of a station manager
- understand types of leadership required at operational incidents
- apply leadership in a wider political context
- understand leading change in the fire service

### Learning process

We offer a detailed examination of leadership in The Fire Service with focus on operational settings that builds on leadership developments explored in our supervisory level module. Private sector versus public sector leadership and management's role in directing change are also considered. Learning is reinforced with a case study for delegates to complete

### Delivery

PowerPoint presentations, flipchart explanation, group discussion, individual tuition and practical sessions

### Prior learning

Distance learning and produce a 1,000 word case study

### Duration

2 days

### IPDS modules

003, 053

## Middle manager: Station dynamics and team building

### Target audience

Station and group managers

### Aim

To provide delegates with the knowledge, understanding and skills to manage station and other personnel

### Outcomes

To enable delegates to:

- understand links to organisational objectives and performance standards
- recognise effects of verbal and non-verbal communications and how this leads to effective management of groups
- identify techniques to improve effective group development and leadership
- distinguish differing types of teams, their purpose and how to build and develop team strengths
- understand the different team roles necessary for effective teams

### Learning process

This course forms a detailed look at the subject addressing Equality and Diversity issues and building upon the supervisory level course (Watch dynamics and team building).

Scenarios, both internal and external to The Fire Service will be explored through delegate role-play featuring actors

### Delivery

PowerPoint presentations, flipchart explanation, group discussion, individual tuition and practical sessions

### Duration

2 days

### IPDS modules

022, 082

## Middle manager: Coaching and mentoring personnel

### Target audience

Station and group managers

### Aim

To provide delegates with the knowledge, understanding and skills to improve performance of personnel with coaching and mentoring

### Outcomes

To enable delegates to:

- recognise non-verbal communication
- understand how to influence through communication
- create a coaching climate
- conduct action centred learning
- mentor in an operational context

### Learning process

The focus here is on influencing individuals to execute change and improve performance and efficiency through effective use of communication skills and the fostering of positive relationships. Delegates have the opportunity to develop skills via practice sessions

### Delivery

PowerPoint presentations, flipchart explanation, group discussion, individual tuition and practical sessions

### Duration

2 days

### IPDS modules

002, 005, 007, 023, 039, 040, 070, 076

## Middle manager: Workplace and partnership meetings

### Target audience

Station and group managers

### Aim

To provide delegates with skills and practical experience to participate in and chair a range of internal and external meetings

### Outcomes

To enable delegates to:

- understand the underpinning principles of meetings
- prepare and chair an internal meeting
- understand the local strategic partnership landscape
- chair and participate in an local strategic partnership meeting

### Learning process

Delegates learn how to perform effectively at meetings - including those internal to The Fire Service and those involving key stakeholders in local strategic partnerships. How the service fits in with the current partnership landscape is explored. The module also includes an introduction to effective communication skills with role-play sessions featuring delegates and actors

### Delivery

PowerPoint presentations, flipchart explanation, group discussion, individual tuition and practical sessions

### Duration

2 days

### IPDS modules

011, 025, 026, 049

## Middle manager: Managing performance

### Target audience

Station and group managers

### Aim

To provide delegates with the knowledge, understanding and skills to manage performance and related matters

### Outcomes

To enable delegates to:

- manage lateness, short-term sickness, return-to-work interviews and abuse of service leave system
- tackle inappropriate behaviour on watches, stations and workplace
- deliver performance required by service directors and senior managers

### Learning process

This course is designed to help station managers communicate effectively in face-to-face individual reviews about individual performance. Delegates have the opportunity to develop communication skills alongside actors in true-to-life scenarios. Ideas about continuous improvement and quality in the public sector and performance management within The Fire Service are also explored

### Delivery

PowerPoint presentations, flipchart explanation, group discussion, individual tuition and practical sessions

### Duration

2 days

### IPDS modules

007, 012, 038, 039, 076

## Middle manager: Investigations

### Level 4: Professional Award: Core Skills for Investigators

#### Target audience

Station and group managers

#### Aim

To enable delegates to conduct a range of investigations including discipline, grievance, performance, complaints and accidents at work

#### Course content

- Powers, duties and responsibilities
- Investigation best practice
- Investigation planning
- Evidence gathering, evaluation and continuity
- Taking statements
- Investigative interviewing
- Investigation case file report
- Giving evidence in formal hearings

#### Learning methods and syndicates

Facilitated by tutors, delegates conduct exercises in groups of up to 4 to fully engage in the interactive experiential learning process and so they can share existing experience and skills. In syndicates, they conduct investigations after receiving packs covering different contraventions and containing details of previous events, records, pictures and statements. Tutors and actors offer syndicates support and feedback.

In groups (syndicates) of up to 4, syndicates investigate a different investigation such as bullying, harassment, discipline and accident at work. Actors feature in this skills-based practice where syndicates:

- analyse evidence and formulate investigation plans
- conduct formal interviews and take statements
- produce an investigation case file with summary and supporting evidence
- face cross-examination in hearings about their investigation

The formal hearing sessions replicate, managing cross-examination and introducing documents in witness box. They are chaired by a magistrate, reconstructions of hearings take place for each syndicates' investigation. Investigators are led through their findings before cross-examination by a lawyer in front of the rest of the cohort

**Duration**

5 days

**Delivery method**

PowerPoint presentations, flipchart explanation, group discussion, individual tuition, case studies, syndicate work, interviews and practical exercises

**BTEC Level 4 Professional Award**

Successful candidates achieve a Level 4 BTEC professional award qualification in Core Skills for Investigators

**IPDS modules**

001, 009, 019, 020, 069, 087, 088

## Middle manager: Mediating between employees

### Target audience

Station and group managers

### Aim

To provide delegates with the knowledge, understanding and skills to mediate in differences between personnel with the aim of reducing complaints and grievances

### Outcomes

To enable delegates to:

- understand mediation process
- understand the skills needed
- apply mediation skills

### Learning process

Designed for middle managers acting as workplace mediators, this course is aimed at avoiding and preventing the escalation of unnecessary complaints and grievances cases through effective communication. Delegates have the opportunity to develop and practice skills in real-life reconstructions, role-playing with actors

### Delivery

PowerPoint presentations, flipchart explanation, group discussion, individual tuition and practical sessions

### Duration

1 day

### IPDS modules

015, 050

## In house course costs

Course	Duration	Cost <sup>1</sup>
<b>Supervisory manager courses</b>		
SPM1 Setting organisational standards	1 day	
SPM2 Crew and watch manager leadership	2 days	
SPM3 Watch dynamics and team building	2 days	
SPM4 Coaching and mentoring personnel	2 days	
SPM5 Workplace and partnership meetings	2 days	
SPM6 Managing watch performance	2 days	
SPM7 Investigations	3 days	
SPM8 Dynamic risk assessment	4 hours	
SPM9 Level 1 Fire investigation	1 day	
<b>Middle manager courses</b>		
MM1 Station leadership	2 days	
MM2 Station dynamics and team building	2 days	
MM3 Coaching and mentoring personnel	2 days	
MM4 Workplace and partnership meetings	2 days	
MM5 Managing performance	2 days	
MM6 Investigations	5 days	
MM7 Mediating between employees	1 day	

**Notes <sup>1</sup>:**

Note 1: Costs are based on customer provision of teaching facilities as outlined on next page

Note 2: Costs are inclusive. E.g. notes, resources, actors, travelling, accommodation, etc

Note 3: VAT will be added at the current rate

Note 4: Qualifications are additional and charged at cost

Note 5: Payment terms: Within 30 days of invoice date

**Discount**

Discounts are available on multiple course bookings. Please contact us to discuss details

## Teaching facilities for courses

### All courses:

Require a main teaching room with following facilities:

- Delegate chairs and desks (minimum 0.75m x 0.75m per delegate)
- Tutor table and chair
- Whiteboard, dry marker pens and eraser (or flipchart)
- Data projector for PowerPoint with either:
  - Computer which can upload PowerPoint from a memory stick, *or*
  - Connection for laptop
- Projection screen for data projector
- 240v electrical supply for laptop
- Tutor and teaching staff refreshments during teaching day

### Additional requirements for specific courses:

#### SPM7: Investigations

- 3/4 interview/syndicate rooms

#### SPM9: Level 1 Fire investigation

- Venues for fire scenes – such as fire behaviour units
- Safety boots and hats

#### MM6: Investigations

- 3/4 interview/syndicate rooms
- Internet access to upload PACE interviews onto a secure website for transcribing

## Course support information

### National Occupational Standards and IPDS modules

Courses are designed to cross-map with the relevant National Occupational Standard (NOS) for Crew, Watch, Station and Group Managers.

### Qualifications



Xact provides BTEC qualifications on courses. Qualifications for Supervisory and Middle Managers are available

### QA Associates

Our partner QA Associates, which has BTEC Approved Centre status, provides:



- Qualification design
- Development of BTEC approval with Edexcel
- Internal verification for qualifications

### Continual Professional Development

Xact is a member of the Continual Professional Development (CPD) Certification Service.



Courses are independently assessed by the Service and comply with their professional standards. CPD Certification Service "branded" certificates are issued to delegates for 6-7 hours per day

### Courses

Courses consist of three phases:

- Learning – acquiring knowledge, understanding and skills
- Practising – using real-life reconstructions designed to replicate workplace activities of delegates
- Comprehensive debrief – to confirm learning

### Delivery method

PowerPoint presentations, flipchart explanation, group discussion, individual tuition, practical exercises to reinforce outcomes

## Course support information

### Delegate numbers

Xact restricts delegate numbers to allow an optimal level of interaction between delegates and tutor. This provides delegates with the best opportunity to achieve learning outcomes

### Assessment

Most courses are assessed. Assessment standards are based on delegates National Occupational Standard workplace role

### Xact provision

On courses, Xact provides:

- Tutor with experience and expertise in course subject areas
- Specialist teaching staff such as actors
- Course design
- Comprehensive delegate manuals
- Delegate exercises to practise learning outcomes
- Specialist equipment
- Course assessment
- Course evaluation

### Location and dates

To suit customer. Please call to discuss options

### Enquiries

Please call us on 08545 0941 885 or complete enquiry form

## Enquiry form

**Your contact details:**

Fire Service:

Name:

Role:

Telephone:

Email address:

**Course details:**

Course subjects:

Require training designed to meet a specific need? Please state subject areas:

How many delegates for each course?

Preferred training dates?

Message:

Please complete and:

- Fax to 0845 0941 887, *or*
- Scan and email to [courses@xact.org.uk](mailto:courses@xact.org.uk), *or*
- Post to Xact Consultancy & Training Limited, PO Box 42, Chipping Campden, Gloucestershire GL55 6WL

## Xact Consultancy and Training Limited

Company Registration No: 05295715  
VAT Registration No: 855 4570 04  
Web site: [www.xact.org.uk](http://www.xact.org.uk)  
Email: [info@xact.org.uk](mailto:info@xact.org.uk)

### Insurance

Xact are insured for:  
Public and Employers Liability  
Professional Indemnity

### Office

Telephone: 0845 0941 885  
Fax: 0845 0941 887  
Address: PO Box 42  
Chipping Campden  
Gloucestershire  
GL55 6WL

### Contact

Kevin Keeler: 0845 0941 885  
Email: [kevin.keeler@xact.org.uk](mailto:kevin.keeler@xact.org.uk)