DORSET & WILTSHIRE FIRE AND RESCUE SERVICE
ED 12 – Development Pathways & Continuous Professional Development (CPD) Procedure
To be used in conjunction with the People Policy Statement

Employee Development (ED)

1	Purpose & Definition	**Detailed Info**
2	Procedure Principles	**Detailed Info**
3	Development Pathways	**Detailed Info**
4	Development Pathway Prospectus	**Detailed Info**
5	Leadership Development Workbooks	**Detailed Info**
6	Personal Reviews	**Detailed Info**
7	Further Education and Training	**Detailed Info**
8	Recognising or Accrediting Prior Learning (RPL/APL)	**Detailed Info**
9	Continuous Professional Development payments (CPD) for operational members of staff	**Detailed Info**
10	Responsibilities	
	10.1 Learning and Development	**Detailed Info**
	10.2 Line Managers	**Detailed Info**
	10.3 HR Services	**Detailed Info**
	10.4 Operational Training	**Detailed Info**
11	Monitoring & Assurance	**Detailed Info**
12	Document Reference	**Detailed Info**
13	Document Management & Version Control	**Detailed Info**

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1 Purpose & Definition

1.1 Dorset & Wiltshire Fire and Rescue Service (DWFRS) recognise that its people are its most valuable asset and are committed to making sure all members of staff have access to the relevant training and development to enable them to meet the requirements of their role.

1.2 Development Pathways are intended for all DWFRS members of staff (Green and Grey Book) and will:

- provide direction and signpost members of staff to development activities for those wishing to progress at each role level within the Service

- embed a transparent and fair pathway to support members of staff to meet the essential and desirable criteria when applying for a selection process

- identify training to help improve operational, managerial and leadership roles

- provide access to specialist development activities where this meets Service and individual needs

- detail the support available whilst developing in role

- help to embed our behavioural framework of values and define behavioural expectations.

1.3 For guidance on promotion processes for operational staff, please refer to DWFRS Uniformed Promotions Procedure (ED 2).

2 Procedure Principles

2.1 Development Pathways are designed to:

- equip members of staff with the skills and knowledge required to optimise performance

- provide consistent fair and transparent access to development across the Service

- encourage personal responsibility for learning and development

- provide a flexible approach to learning and continuous professional development (CPD) and help staff build on skills and knowledge to diversify into other roles or areas of work

- support the identification of talent in our workforce, via the 1:1 process, and enable individuals to develop and achieve their full potential at an accelerated rate where appropriate.

3 Development Pathways

3.1 Development Pathways are:

- available for all roles across the Service

- part of a development 'toolkit' which includes the Development Pathway Prospectus, Manager Development Workbooks and 1:1 Meetings and Reviews.

3.2   Much of the Development Pathway is E-learning based and individuals can access E-Learning for current or future roles at any time. This approach fits with the operational routes to progression described in Section 3 of the Uniformed Promotions procedure (ED 2).

3.3   Development Pathways are available:

- to help members of staff prepare for progression. This applies equally to any corporate members of staff upon appointment, promotion or transfer to a new role

- where members of staff are identified as having potential to progress, and need to be signposted to relevant CPD activities

- when operational members of staff have:

    - applied for promotion, and

    - been successful at the promotion board, and

    - are in a 'pool' of promotable staff.

3.3.1   They could then be given access to the next level pathway (see ED 2 – Uniformed Promotions Procedure).

3.4   **Specialist Posts**

3.4.1   It is a requirement for some members of staff to complete and maintain further development or gain qualifications, in addition to, the generic Development Pathway for their role level.

3.4.2   Development needs for specialist posts are defined by the appropriate Head of Department (HoD) which may include (but is not limited to) additional skills training for operational members of staff promoted into specialist posts, and corporate members of staff across a variety of disciplines.

4   Development Pathway Prospectus

4.1   Supporting Documents: **Development Pathway Prospectus** and **Development Pathway Matrix.**

4.2   The Development Pathway Prospectus explains:

- what programmes are available

- who each programme is for

- the learning outcomes: What learners should know or be able to do by the end of the programme

- the method of learning: E-Learning, self-study, classroom learning or a mixture of learning methods

- what's the priority for learners to attend each programme:

    - Whether the course is risk critical – a "Must" for the role.

    - Whether the learner "Should" complete this programme on the Development   Pathway.

    - Whether this is an optional course, one the learner "Could" request to attend.

- any refresh or re-certification dates.

4.3   Members of staff should complete a C033 – Expression of Interest Form for optional courses which are not E-Learning.

4.4   The Development Pathway Matrix summarises the learning available for all members of staff.

5   Management Development Workbooks

5.1   Firefighters in Development complete a Learning Journal Log to record training and progression towards competence on their development pathway.

5.2   Management Development Workbooks of a similar format have been developed and are aimed at potential supervisory, middle and strategic managers. These include a reflective journal to support recording of pathway activities and development, a series of and developmental activities linked to the National Fire Chiefs Council (NFCC)National Leadership Framework.

5.3   For examples see Supporting Documents:

- Supervisory Development Workbook

- Middle Manager Development Workbook

- Strategic Manager Development Workbook.

6   1:1 Reviews

6.1   1:1 Reviews help line managers and staff identify appropriateness and timing of staff entry onto a Development Pathway and priorities for completion of activities.

6.2   1:1 meetings can be used to discuss individual career aspirations and potential for promotion or development using all available performance evidence, including development pathway activities and reflective learning set out in the Development Workbooks.

6.3   During the 1:1 process individually, tailored action plans will be completed to help staff develop the specific skills needed to be successful at the next level. More information can be found in the procedure (1:1 Reviews ED 9) and on Connect.

7   External Training and Further Education

7.1   DWFRS will also support members of staff wishing to undertake short external seminars or training courses relevant to their role, where this has been agreed with their line manager.

7.2   Department specific professional qualifications can also be considered where appropriate.

7.3   Our Further Education Scheme (Procedure ED 6) sets out the financial and practical support available to permanent staff who are keen to undertake study or education leading to a recognised qualification relevant to their role.

7.4   Successful applicants can claim up to 50% of course tuition and exam fees up to £1,500 per year as well as mentoring and other support. Applications are

considered each quarter by the FE Panel. For more information, please see procedure ED 6.

8 Recognising or Accrediting Prior Learning (RPL/APL)

8.1 Members of Staff may have gained alternative qualifications or competence aligned to some of the development pathway activities and want this recognised prior to, or upon, appointment into a new role.

8.2 An initial assessment of training needs is made following appointment to a new post.

8.3 Members of staff may also submit applications for RPL/APL for development activities to the Learning and Development Manager who refers the application to the relevant HoD to undertake a Training Needs Analysis (TNA).

8.4 Following completion of a TNA the responsible HoD may:

- require the full Development Pathway to be completed

- consider further assessments and write an individual development plan to cover any skills gaps identified; a partial Development Pathway may be applicable

- accept that the RPL/APL covers all elements of the Development Pathway and sign off the Pathway as complete.

9 Continuous Professional Development (CPD) payments for operational members of staff

9.1 To comply with NJC agreements (NJC 3/07), operational members of staff become eligible for an annual payment of CPD on 1 July after they have served five years following attainment of the competent level.

9.2 The amount of CPD paid by DWFRS is determined by the NJC. All Wholetime operational members of staff are paid the full rate of CPD.

9.3 Payment to On-call members of staff are calculated on a pro-rata basis with a minimum payment of 25% of the Wholetime amount.

9.4 Once eligible for CPD pay, the Service will work on the principle that members of staff will continue to receive this payment subject to the operational license commensurate with the post being maintained (see ED 7 – Operational Competence).

9.5 Members of staff on dual contracts must meet the competence and length of Service requirements in each individual post to qualify for CPD payment relevant to each separate contract of employment.

9.6 CPD payments may be removed as part of a formal disciplinary sanction but will not cease automatically because of a disciplinary process or warning.

10 Responsibilities

10.1 **Learning and Organisational Development will:**

- be responsible for the identification and delivery of generic development pathways for both uniformed and corporate roles in accordance with the document

- monitor learners' completion of the development pathway and any assessment and verification of firefighter progress to provide corporate quality assurance in line with Section 11, Monitoring & Assurance

- make sure the HRMIS records are updated as individuals reach any "gateway" requirements on their Development Pathway and, therefore, become eligible for job opportunities at a higher level

- manage information on members of staff completion of development pathway activities in conjunction with Area teams and Operational Competence.

10.2 **Line managers will:**

- monitor and manage completion of development pathway activities for their members of staff and manage the performance of learners in development within reasonable timescales in liaison with Learning and Development

- advise Learning and Development when individuals have completed their Development Pathway

- manage any standardisation activities within their Area of responsibility – via Station Management Team Meetings, Group Team Meetings and Area Management Team Meetings

- submit completed internal quality assurance ((IQA) records for firefighters to the Learning and Development Team as required

- allocate assessors and mentors to those in development as appropriate

- be responsible for the delivery and quality assurance of any specialist development activities commensurate with industry standards for their field of Service Delivery. For example, the Head of Fire Safety is responsible for the identification and delivery of Fire Safety training and qualification for their team.

10.3 **HR Services** will ensure payment of CPD to eligible operational members of staff.

10.4 **Operational Training** will detail any training required and learning and development implications for this procedure.

11 Monitoring & Assurance

11.1 **Quality Assurance**

11.1.1 Quality assurance arrangements will include:

- confirming the existence and quality of procedures for monitoring and supporting learners and their line managers

- guidance, support and continuous development for line managers, assessors and verifiers who are supporting people through the Development Pathways

- arrangements for effective monitoring, to include fairness and equality

- arrangements for the effective maintenance and monitoring of records relating to appointments, development and performance monitoring of Development Pathways through PR Action Plans.

11.2 Process Monitoring

11.2.1 A system of Quality Assurance and review is in place to ensure each pathway is managed to a level which is robust and fit for purpose and is accountable by annual reporting systems. This will be reported at Learning and Organisational Development meetings.

11.2.2 This includes:

- ensuring equality of access

- mechanisms to monitor equality

- a standardised approach to the collection, assessment and recording of evidence

- dealing with issues and concerns (see Procedure EPR 1)

- final competency assessment and verification to confirm firefighter programme completion.

12 Document Reference

12.1 Document References

ED 2 – Uniformed Promotions Procedure

ED 6 – Funding for Further Education & Training

ED 7 – Operational Competence & Operational Licence

ED 9 – Personal Review Procedure

EPR 1 – Resolving Issues at Work (Grievance)

12.2 Supporting Information

Suspended until further notice - Development Pathways Matrix

Development Pathway Prospectus

Suspended until further notice - Supervisory Manager Development Workbook

Development Pathway Personal Development Options Apprenticeships

Firefighter Development Learning Journey Log

Middle Manager Development Workbook

Development to Competent Firefighter

12.3 Forms

C033 - Development Pathway Expression of Interest (EOI) Form

13 Document Management

Policy Statement Reference:	People		
Owner	**Review Date**	**Author**	**Status**
Kathy Collis	23/09/2019	Mark Bussell	Published

13.1 Version Control:

Version	Page & Par Ref	Date	Changes Made	Authorised By
V7.0	Entire Document	1/4/2020	Updated links within Relevant Document section to point from BrigadeHQ3 to http://pandp.dwfire.org.uk. No other changes made.	Lea Morris
V6.2	Entire document	24/09/2019	Where noted below in Changes made within V6.1. Still query as to 5.3 and Section 6. Comments back to Mark Bussell	Tonya Saben
V6.1	Entire document	23/09/2019	Updated author to Mark Bussell. Reviewed Document and wording adjustments made to: 1.2 – RESPECT changed to Behavioural 2.1 – 1to1 Process added 3.1 – Personal Reviews changed to 1to1 Process 3.3 – 'bank' changed to 'pool'. 4.3 – C033 added 5.3 – Strategic Manager Development Workbook added 6 – Felicity Williams 8.3 – TNA 10.1 – Organisational added 10.1 – HRMIS 10.2 – District changed to Group 11 – Jack Nicholson 11.1.1 – PR Action Plans 11.2.1 – Reported at L&OD Meetings added	Mark Bussell.
V6.0	Page 7 / 12.2	08/05/2019	Reinstated the link to Development Pathways Prospectus. No other changes made.	Shani Weideman / Tonya Saben

V5.0	Page 7	10/04/2019	Updated Owner to from Jill W to Kathy and added a link to SI – Development to Competent Firefighter per Paul Lawler's request. Notation added to those SI's which have been suspended to it is clear why there is no document within container pages.	Tonya Saben
V4.0	Section 7	01/08/2018	Reviewed TCV. Added consultation comments/clarified section 7 and link to Further Education Scheme	Jill Warburton
TCV	Entire document	28/06/2018	Plain English and formatting suggestions	Tonya Saben
V3.0	Supporting Document	21/06/18	Added Supporting Document Expression of Interest	Jill Warburton
	Section 3	31/05/18	Added explanation that because much of the Development Pathway is E-learning based individuals can access E-Learning for current or future roles at any time. This approach fits with the operational routes to progression described in section 3 of Procedure ED2 Uniformed Promotions	Jill Warburton/Jenny Long
V2.1	Section 3.2	24/05/18	Revised criteria for Development Pathway to reflect Promotion Board and pool information	Jill Warburton/Jayne Courtney
V2.1	Section 7	24/05/18	Added section 7 Further Education	Jill Warburton
V2.1	Whole document	24/05/18	Changed People Development to Learning and Development, changed candidate to learner	Jill Warburton
V2.1	Section 4,5,6	24/05/18	Added sections to reflect the tools available to support staff development	Jill Warburton

V2.1	Whole document	24/5/18	Added supporting documents	Jill Warburton
V2.0	Page 6 / Section 8.2	29/01/2018	Added link to a new piece of Supporting Information John Lewis sent over 16/01/2018 - Firefighter Development Learning Journey Log	John Lewis
V1.0	Entire document	19/12/2017	Checked formatting and created links to published procedures where available prior to publication	Tonya Saben
V0.1	Entire document	23/06/2017	Document creation	Karen Vaughan

Top of doc