



Case Study: Humberside Fire Service ILM Level 3

When you are fire-fighting, how do you find time to manage?



"I was impressed with PDT the first time I saw them. The programmes they have run for us have been described not only as the best training, but the best development, our people have ever received."



The challenge

Richard Hannigan, Staff Development Manager at Humberside Fire and Rescue, had a problem: his staff needed continuous professional development and the programme on offer at the Fire Service College (Level 3 NVQ) was not sufficiently flexible. The College programme was time intensive and demanded more hours than his retained (part-time) fighters could allocate. He'd also had feedback that it wasn't fully meeting the needs of the delegates and attendance was 'by rote'. People development is essential in the Fire Service – the fire-fighters, crew managers and watch managers all have to deal with people in sometimes highly intense and emotional situations as well as on a 'daily business' basis. Richard's challenge was to deliver cost-effective training at a level comparable with the national Level 3 standard and deliver real benefits.

The solution

To ensure that his fire-fighters, crew managers and watch managers received the training they needed and wanted, Richard was investigating the options when he received an invitation to a leadership seminar hosted by The People Development Team. Richard was impressed with the quality of the training and consulted with PDT to find out how they could help him deliver the development his people needed. "It was a relief to know that PDT had also worked with other Fire Services," said Richard "they understood the culture and the challenges our people face." A Level 3 programme in First Line Management was designed that addressed specific issues in the Service. A delivery schedule was produced that allowed the retained and shift-working staff to attend and all gain the benefit of the training.

Outcomes

As well as the change projects that each delegate had to complete (which was directly related to a work-based challenge) the feedback that Richard had from the course was terrific. *"I get consistent reports that this has been one of the best development and specifically leadership programmes that they have ever been on."* Richard said. *"It was delivered in terms they understood and has also built confidence. One thing I've noticed is that they understand their own development needs more and are now building in action plans. This, as well as improved performance in the workplace, demonstrates a real sea change in how our people view soft skills training."* And the delivery schedule enabled both retained and full time crew to attend.

The programme also tailored in well with the Service's overall strategic model of 'transformational leadership'.

Ongoing Development

Richard is working with PDT to extend the programme through the service and is looking at other development programmes too.

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