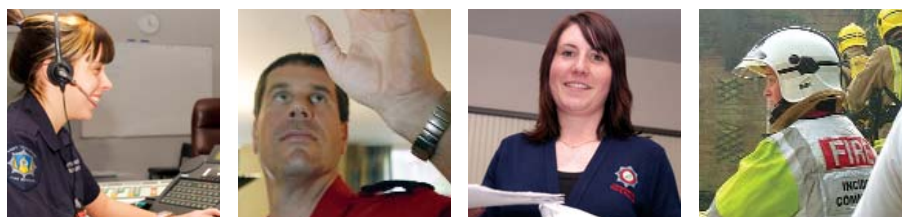




FIRE AND RESCUE SERVICE CFOA NATIONAL HR STRATEGY



*A Strategy to take forward people management
in the UK Fire and Rescue Service*

The CFOA would like to thank Fire and Rescue Services for providing photographs used in this HR Strategy document.

APPROVALS AND GLOSSARY

APPROVAL

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Signature: 
Date: 17.07.2006

REVIEW

To be reviewed by: HR Director
Date: Autumn 2007

GLOSSARY	CFOA	Chief Fire Officers' Association
	CPA	Comprehensive Performance Assessment
	FRS	Fire and Rescue Service
	HR	Human Resources
	IDeA	Improvement and Development Agency
	IPDS	Integrated Personal Development System
	PPMA	Public Sector People Managers' Association

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FOREWORD

As the Fire & Rescue Service continues to lead, promote and support improvements in public safety, environmental protection and community well-being, investment in our staff becomes ever more crucial. In seeking to continuously improve the services we deliver, recruitment, retention and development of staff will become a key business driver. Human resource development must be seen as a central pillar upon which we set the future of our Service.

The Chief Fire Officers Association (CFOA), has through the collaborative work of the HR Practitioners Forum and supported by external stakeholders, developed this HR strategy for the Fire and Rescue Service. This Strategy will assist and support HR development at a local, regional and national level and provides clear deliverable outcomes and expectations. Importantly, the Strategy sets out clearly, CFOAs

commitment towards our staff, recognising the collective contributions we all make and the responsibilities all Fire and Rescue Service stakeholders share, in moving forward and positioning our Service at the forefront of public service delivery.

In looking forward to the challenges facing the public sector alongside the undoubted opportunities that will present themselves, we must fully embrace Equality and Diversity. Our strength and our success will be built around openness, fairness and valuing the contribution each of us makes towards securing our collective goal of achieving a safer community for all.

CFOA looks forward to working with and supporting Fire and Rescue Services and will, supported by HR practitioners, review, refresh and develop this HR Strategy to meet future needs and staff expectations.



Des Prichard - CFOA Strategic Director of Human Resources

Our strength and our success will be built around openness, fairness and valuing the contribution each of us makes towards securing our collective goal

1- INTRODUCTION

1.1

This Strategy, developed and adopted by the Chief Fire Officer's Association (CFOA), sets out a comprehensive national approach to help ensure that local authority Fire and Rescue Services (FRS) have the right number of skilled people in the right place and at the right time to deliver more "customer focused" front line services and drive down risk to life. The strategy is designed to enable the Fire and Rescue Service to achieve its primary purpose, live up to its core values and to deliver its vision.

1.2

The primary purpose of the modern Fire and Rescue Service is:

To help build a safer society and a sustainable community by working in partnership with others to promote community well being, whilst reducing death and injury, damage to property and damage to the environment from fire and other emergencies.

1.3

In order to achieve this purpose, we must be able to meet changing public expectations of what the service is here to do, and we must retain the high levels of public respect and support which the Fire and Rescue Service currently enjoys. Consequently, it is necessary to have a clear picture of the organisation we are seeking to develop.

1.4

Our vision of the modern Fire and Rescue Service is of one that:

- works with local communities and other agencies to promote community safety and community well being, and to sustain those communities by reducing risks to life, property and the environment from fire and other emergencies
- intervenes promptly and effectively when fire and other emergencies occur
- has a well equipped, skilled and motivated workforce, able to work safely and whose composition reflects the diverse communities we serve
- pursues continuous improvement in all its functions in order to deliver best value and make efficient use of resources.

The strategy is designed to enable the Fire and Rescue Service to achieve its primary purpose, live up to its core values and to deliver its vision



Promoting fire safety awareness in the community

2 - WHY A HR STRATEGY?

2.1

The Fire and Rescue Service underwent Comprehensive Performance Assessment (CPA) for the first time in 2005 and this process provided a broad indication of progress and direction of travel. The outcome of CPA has stressed and reinforced the importance of people as a key resource. It has also placed an emphasis on people management, workforce planning and workforce development, which have specific significance for the FRS in the context of embedding the Integrated Personal Development System (IPDS) within the broader HR agenda.

2.2

If we are to modernise the Fire and Rescue Service and reflect the outcomes of CPA, we need to identify and deliver strategic people management outcomes to enable Fire and Rescue Services at local level, and through their regional collaborative approaches, to deliver the vision and more effectively meet the challenges of modernisation.

2.3

CFOA recognises that these HR strategies must be delivered within the resources available to the Fire and Rescue Service. Change needs to improve the efficiency and productivity of the service and real improvements in the pay and conditions of the employees of the FRS need to be both affordable and matched by improvements in service delivery.

2.4

Accordingly, this HR strategy takes a national perspective and seeks to identify those strategic priorities that should be delivered in a national context. By doing so, it seeks to enable Fire and Rescue Services to maximise their HR capacity and the performance of the workforce.

2.5

The Strategy is designed to encompass all employees within the Fire and Rescue Service. It aims to embed the commitment to diversity and equality in our Service and the Fire and Rescue Service Core Values. (*see appendices*)

2.6

The Strategy reflects and to some extent mirrors the Pay and Workforce Strategy for Local Government (jointly owned by the Department for Communities and Local Government, Local Government Association and Local Government Employers). This has been done to ensure that, in future, the Service is more closely aligned to an integrated public service agenda.

2.7

This Strategy has been developed and adopted by CFOA. However, it is recommended to the key national stakeholders and will be the subject of regular reports to the Practitioners' Forum. Individual Fire and Rescue Services are recommended to consider the framework of this strategy in developing local and regional HR Strategies.

2.8

The Strategy recognises that as the professional voice of the Fire and Rescue Service, CFOA also has an important contribution to make to the development and delivery of other nationally developed people management strategies. For example, co-ordinated through the HR Strategy and delivery structure, CFOA will be involved in the Leadership and Learning and Development Strategies, future developments in the Integrated Personal Development System, Assessment and Development Centres and National Firefighter Selection Tests.

2.9

The Strategy also provides an opportunity for CFOA to develop a professional view on key employment matters affecting the Fire and Rescue Service and to influence their development and negotiation at national level.

3 - OBJECTIVES

3.1

The broad objectives of the strategy are outlined below and focus on six key priority areas considered to be central to delivery.

3.2

The Objectives of the HR Strategy are to:

- Support the FRS in meeting current and future organisational needs
- Support the FRS in achieving an effective balance between intervention, prevention, safety, civil protection and resilience
- Support the FRS in achieving a culture of continuous improvement in organisational, team and individual performance
- Support the FRS in achieving a diverse workforce that is representative of the communities it serves across all occupational groups and at all levels promoting equality, fairness and dignity in the treatment of all employees
- Support the FRS in achieving best value from its investment in people management; including the efficient and effective targeting, deployment and management of resources and expertise



Award winning standards



Employer of choice

- Support the FRS in creating and sustaining a competent, motivated and well-led workforce - recognising the particular context of leadership in the operational/critical incident management aspect of FRS activity
- Support the FRS in developing and implementing employment packages that meet the needs of a modernised service and flexible workforce
- Support the FRS in developing collaborative methods of working and effective partnerships
- Support the FRS in promoting the Fire and Rescue Service as an employer of choice
- Support the FRS in recognising the contribution of all employees across the Fire and Rescue Service.

4 - KEY PRIORITIES

4.1

Six key priorities flow from these objectives:

1. Developing Leadership Capacity - amongst both senior managers and elected members (including attracting effective leaders into Fire and Rescue Services from other sectors.)

2. Developing the Organisation - to achieve excellence in people and performance management, partnerships and the efficient delivery of services.

3. Developing the Skills and Capacity of the Workforce - across all areas within Fire and Rescue Services, including technical, specialist and support services, management and the frontline workforce.

4. Resourcing the Fire and Rescue Service - ensuring that authorities plan for, recruit, develop and retain the employees they need, whilst supporting and promoting equality and diversity.

5. Recognition and Reward - having pay, reward and recognition structures that attract, retain, motivate and develop a skilled and flexible workforce whilst achieving value for money in service delivery.

6. Developing the Capacity of HR - Identifying and building on the skills and expertise of the HR function in planning and delivering the modernisation agenda.

4.2

Priority 1 - Developing Leadership Capacity

This will focus on supporting and improving the quality of political and managerial leadership in the service. This includes developing the capacity of existing top teams, planning the development of future leaders, championing leadership values throughout the organisation and attracting effective leaders, where appropriate, from other sectors.

There is also a need to provide better induction, training and development for elected members, with a particular focus on FRS specific issues. We need to understand the unusual and different challenges that face leaders and managers in the Fire and Rescue Service as a consequence of the juxtaposition of the operational emergency response and critical incident demands alongside more generally recognised organisational management.

We need to understand the unusual and different challenges that face leaders and managers in the Fire and Rescue Service

KEY PRIORITIES *(continued)*

Priority 2 - Developing the Organisation

This will focus on identifying successful approaches to managing performance and productivity to support the delivery of continuous improvement.

We need to create a people management culture across the Fire and Rescue Service focusing on quality people management and performance, in the context of core values, as the foundation for improvement.

We want to build a successful partnership approach to employee relations focused at the appropriate level within the service to enable change to be managed effectively.

We must seek to achieve the benefits of a more flexible workforce, able to deliver high quality and efficient customer focused services. This includes remodelling the workforce, and achieving greater movement across professional and skills boundaries. It also includes optimising the use of new technology to improve outcomes from flexible working arrangements that support service delivery and work-life balance.

We must challenge further how we currently operate and develop the role of the community and voluntary sectors, as well as considering the role of the private sector in the provision and delivery of services. Local Authorities, and by implication Fire and Rescue Authorities, are moving towards a model of local community leadership and to being a commissioner of services rather than an exclusive provider. Fire and Rescue Services will need to consider this in their thinking.

Priority 3 - Developing the Skills and Capacity of the Workforce

The Service needs to build on the framework that now exists for people development. The achievement of a significant increase in the skills of employees, including establishing 'skills pathways' to raise levels of training, development and performance and multi-skilling, will increase productivity and flexibility, and promote cultural change.

We must also improve the quality of operational learning and development to enhance the risk critical skills of front line employees and provide a career path for technical and specialist staff to support operational assurance.

CFOA is committed to raising performance and skill levels in key areas such as project and programme management, financial management and human resources. We want to promote continuous improvement through challenging existing processes and procedures and encouraging partnership working and learning from best practice.



A disability awareness campaign poster

KEY PRIORITIES *(continued)*

Priority 4 - Resourcing the Fire and Rescue Service

We seek to ensure that all Fire and Rescue Services adopt effective strategies for recruiting and managing a diverse workforce reflecting the communities they serve. It is crucial that we improve the involvement of under-represented groups at all levels in the Service.

We must develop better workforce planning across the sector.

Targeting and attracting talented people into the service, promoting a positive image of the FRS among potential applicants, particularly from under represented groups will also be a vital ingredient to our success.

Diversity in every sense must be mainstreamed into managing performance and ensuring that workforce diversity issues are tackled effectively.

Priority 5 - Recognition and Reward

We want to continue to modernise local pay, reward and recognition structures to support a high-performing, highly skilled and flexible workforce.

There should be fairness in pay and reward structures across all occupational groups within the Fire and Rescue Services taking into account the different governance/employment relationships that exist.

In developing pay strategies, however, we must continue to combine the flexibility of local determination within the stability of a national collective bargaining framework for general pay increases for all groups of staff covered by national bargaining arrangements.

We must also ensure that any national overarching framework of terms and conditions (e.g. grey book) is reviewed regularly to support the business needs of the Service.

Priority 6 - Developing the capacity of HR

We need to invest in the people management and development skills within the Fire and Rescue Service to create the intellectual capacity to enable the Service to be transformed. It is crucial that we develop the HR role from being predominantly advisory and transactional, to becoming a more strategic partner and key advisor to the Service.



Rescue at Hatfield

Diversity in every sense must be mainstreamed into managing performance and ensuring that workforce diversity issues are tackled effectively

5 - DEVELOPING LEADERSHIP CAPACITY

PRIORITY 1 - Developing Leadership Capacity

Our key aims will be to:

5.1

Support and develop the leadership capacity of the Fire and Rescue Service's senior managers and elected members by:

- Developing and implementing the national Leadership Strategy and the Core Values
- Working with a Centre for Leadership for the Fire and Rescue Service, the IDeA and the Local Government Leadership Centre and other agencies to support and develop leadership capacity
- Ensuring that elected members have the knowledge and understanding of fire and rescue issues to enable them to be effective in their role
- Sharing learning opportunities for Senior Managers and Elected Members
- Developing the capacity and quality of top teams
- Promoting the development and use of assessment tools to evaluate the impact of leadership competences.

5.2

Attract and develop leaders at all levels by:

- Encouraging the adoption of an agreed framework of leadership skills and competencies for senior managers and elected members
- Support succession planning and systems to identify and support staff with high potential for future leadership positions, for example:
 - (a) Talent management including fast tracking and accelerated development
 - (b) Multi-level entry
 - (c) Secondment and other placement opportunities
 - (d) Leader and leadership development programmes

- Effective implementation of Assessment and Development Centres to identify, select and develop individuals with leadership potential.

5.3

KEY ACTIONS

- To work with lead stakeholders to devise induction and development programmes for existing and potential leaders
- Work with lead stakeholders to develop a national information pack for elected members
- Support and contribute to leadership development stemming from national strategies, including a FRS Centre for Leadership
- Develop guidance on succession planning strategies for national, regional and local use
- Develop cross-sector partnerships and HR frameworks to support leadership development through work exchange and secondment.

PRIORITY 2 - Developing the Organisation

Our key aims will be to:

6.1

Change organisational culture and manage productivity and performance effectively by:

- Promoting effective performance management
- Supporting and sharing best practice in delivery against people management performance indicators, including sickness absence management
- Supporting improvements in organisational productivity and efficiency
- Developing new and innovative employment solutions to deliver services
- Identifying and implementing best practice in flexible working

6 - DEVELOPING THE ORGANISATION

- Identifying and working with partners including the community and voluntary and private sectors.
- Supporting the development of the requisite skills and capacity within the workforce of the Fire and Rescue Service.

6.2

Build and maintain effective employee relations by:

- Supporting effective engagement and communication strategies for all employees within the Fire and Rescue Service
- Promoting an effective dialogue between the manager and the employee, as the basis of the employment relationship in the workplace
- Reviewing the effectiveness of new employee relations procedures including the opportunities for extending and harmonizing procedures across all staff
- Ensuring that all staff are treated with respect and dignity and valued for their contribution in line with core values.

6.3

Build and maintain effective employment relations by:

- Supporting the development of new relationships at local/regional level with appropriate trade unions
- Supporting the development of effective local employment relations procedures, including single table consultation arrangements
- Promoting employment relations on the basis of management's right to manage and a trade union's right to represent their membership
- Supporting the achievement of change through agreement
- Promoting a business focused approach to managing the consultation and negotiating process.

6.4

KEY ACTIONS

- Support the implementation of leadership standards to promote organisational performance
- Produce an action plan for the production of prioritised HR tools and guidance (examples include performance management processes, employee engagement and communication strategies, equality impact assessments)
- Provide an e-enabled facility to share examples of good HR policy, guidance and practice, to include, for example, performance management, flexible and family friendly working arrangements
- Undertake a review of the effectiveness of new employee relations procedures
- Produce a code of conduct for all employees within the FRS to ensure positive behaviours in the workplace
- Work with other stakeholders to develop employment relations skills for HR and other senior managers
- Produce best practice guidance on employment relations within the FRS to support partnership working and deliver organisational change
- Devise a CFOA led employment relations advisory network for national, regional and local support.



Leadership in action

7 - DEVELOPING THE SKILLS AND CAPACITY OF THE WORKFORCE

PRIORITY 3 - Developing the Skills and Capacity of the Workforce

Our key aims will be to:

7.1

Raise performance and skills across all FRS functions to meet Service needs by:

- Ensuring the Fire and Rescue Service provides an effective framework for people development, supported through the Integrated Personal Development System
- Supporting the development of National Occupational Standards to reflect the changing role of the FRS
- Recognising the overarching principles and key elements in the FRS Learning and Development Strategy for England (and any similar strategies covering Scotland, Wales and Northern Ireland)
- Promoting effective performance management systems
- Ensuring that learning and development addresses organisational, team and individual skills gaps
- Recognising achievement of competence, for example through attainment of vocational or other appropriate qualifications, including academic qualifications
- Supporting flexible learning opportunities
- Promoting effective working with diverse communities and organisations
- Developing an inclusive and positive culture that values diversity and challenges unacceptable behaviours
- Ensuring that risk critical learning and development needs are prioritised with an appropriate emphasis on critical incident command
- Developing the professional capacity to deliver effective learning and development.

7.2

Build capacity to meet Service needs by:

- Promoting the utilisation of skills and capacity within the FRS to meet the needs identified within a Fire and Rescue Service's Integrated Risk Management Plan
- Supporting the development of effective change management
- Encouraging Fire and Rescue Services to adopt appropriate quality management systems, such as Investors in People.



Continuous personal development

7.3

KEY ACTIONS

- Provide a leading contribution to the development and review of frameworks for people development, IPDS, occupational standards, vocational qualifications and the delivery of effective learning and development
- Develop best practice guidance on the implementation of effective employee development frameworks to include skill gap analysis, and alternative options for learning and development
- Provide a toolkit to assess the effectiveness and return on learning and development
- Support the development and maintenance of competence of incident commanders
- Support the implementation of the National Learning and Development Strategy and the Centre of Excellence concept.

8 - RESOURCING THE FIRE AND RESCUE SERVICE

PRIORITY 4 - Resourcing the Fire & Rescue Service

Our key aims will be to:

8.1

Build a diverse workforce by:

- Recognising the requirement for the whole workforce to reflect local community profiles and support the achievement of performance targets
- Establishing links with community groups and national bodies such as the Commission for Racial Equality and Equal Opportunities Commission
- Identifying under-represented groups locally in the workforce and encouraging new approaches to ensure open access to recruitment opportunities
- Building a safe and healthy working environment which is welcoming and inclusive
- Meeting legal requirements and encouraging the use of equality impact assessments across working practices, selection and progression practices
- Promoting the profile of the FRS as a career option amongst under-represented groups.

8.2

Manage effective recruitment and progression by:

- Supporting the use of fair and transparent recruitment and promotion processes at all levels for all employee groups
- Promoting collaborative national, regional and local audit procedures for recruitment and progression arrangements to ensure their effectiveness and to monitor their impact
- Supporting recruitment and retention initiatives for shortages in key skills
- Establishing the FRS as a provider of a career development path that meets the aspirations of potential and existing employees.

8.3

Attract and retain talented people by:

- Promoting the FRS as an employer of choice
- Encouraging recruitment and progression of talented individuals, including multi-level entry and fast-tracking schemes
- Encouraging the provision of a positive working environment which recognises the contribution of individuals and supports the aims set out in 'Developing the Organisation'
- Promoting the development of managers' skill sets to recognise and encourage talent.

8.4

Deliver effective Workforce Planning by:

- Promoting robust and consistent workforce planning systems and procedures and the sharing of best practice
- Encouraging and supporting the development of workforce planning at national, regional and local level
- Identification of future demographic and skills issues that will impact on the service nationally.

8.5

KEY ACTIONS

- With other key stakeholders, establish a national community outreach network to assist Fire and Rescue Services build a diverse workforce
- Identify good practice approaches to workforce planning across the FRS to facilitate consistent analysis of workforce and skills needs at national, regional and local level
- Develop communications strategies to promote the FRS as an employer of choice for the whole community

9 - RECOGNITION AND REWARD

- Identify a joint work programme with other stakeholders to address recruitment requirements of the Service
- Ensure National Firefighter Selection Tests meet the needs of the Service without adverse impact on any group and that they are subsequently reviewed to assess outcomes and impact (to include a review of psychological and physical tests). This is to include the development of fitness criteria in support of the above
- Work with other stakeholders to develop a more accurate and appropriate approach to target setting
- To develop performance criteria to assess the fitness of firefighters and to have mechanisms to assess fitness.

PRIORITY 5 - Recognition & Reward

Our key aims will be to:

9.1

Influence future pay and reward strategies by:

- Seeking pay and reward structures for all employees that support a high performance, highly skilled and flexible workforce with the necessary motivation to deliver improved services within the resources available
- Establishing a clear linkage between reward and change with clear focus on outcomes
- Promoting national pay and reward strategies (e.g. Grey Book 2007 negotiations) based on the following principles:
 - (a) Enabling flexibility in reward, for example competency based pay spine to facilitate local determination of jobs and pay practice
 - (b) Consideration of the integration of reward for individual contribution
 - (c) Facilitating local/regional initiatives for pay and reward practice
 - (d) Creation of a management cadre through differentiation in pay and reward arrangements

- (e) Ensuring that pay and reward packages reflect the significance of the leadership roles performed within the Service
- Responding to future pension and compensation proposals in support of the needs of the Service.

9.2

Develop pay arrangements which recognise the contribution of all employees by:

- Ensuring equal pay for work of equal value based on the principle of transparent and equitable local pay arrangements, taking account of different negotiating bodies and the resources available.

9.3

Provide a terms and conditions framework to support service delivery by:

- Seeking a national framework of terms and conditions which will ensure the development of local flexibility to meet local needs
- Encouraging harmonisation of terms and conditions across occupational groups within local Fire and Rescue Services where appropriate.

9.4

Develop an effective employment package by:

- Developing and promoting elements within the employment package to support the Fire and Rescue Service being an employer of choice, for example, the psychological contract, work/life balance, personal development, health and wellbeing.

9.5

KEY ACTIONS

- Review effectiveness of the 2003 Grey Book Pay Agreement through facilitated workshops
- Identify key outcomes for the 2007 pay and conditions negotiations, including options for local flexibility
- With other stakeholders, contribute to the development of detailed negotiating options.

10 - DEVELOPING THE CAPACITY OF HR

PRIORITY 6 - Developing the Capacity of HR

Our key aims will be to:

10.1

Strengthen the contribution of the HR profession to the Fire and Rescue Service by:

- Developing the contribution of HR to strategic decision-making at national, regional and service level
- Championing the professional contribution of HR to the service
- Demonstrating and promoting the added value of professional HR contributions to improved organisational performance.

10.2

Strengthen people management practice by:

- Promoting best practice approaches/standards to people management and development of appropriate skills/standards
- Promoting the importance of developing people management skills in managers through professional HR support.

10.3

Maximise the contribution of HR by:

- Facilitating the sharing of best practice at local, regional and national level
- Identifying and co-ordinating national HR networks and undertaking projects at national and regional level
- Promoting innovative and cost effective solutions to the delivery of HR services
- Promoting skills and capacity to support achievement of organisational change.

10.4

Develop HR professionals by:

- Promoting links to Chartered Institute of Personnel and Development and other professional organisations, e.g. Public Sector People Managers' Association (PPMA), Improvement and Development Agency (IDeA)
- Promoting appropriate professional standards and qualifications for HR disciplines
- Supporting continuing professional development of HR skills and knowledge to meet the improvement objectives of the Fire and Rescue Service at national, regional and local level.

10.5

KEY ACTIONS

- Identify a mechanism to assist in the evaluation of the effectiveness of HR
- Develop guidance on the contribution of the HR function to successful organisational development and comprehensive performance assessment
- Undertake a skills and qualifications audit of FRS HR employees
- Develop relationships with professional bodies to facilitate sharing of knowledge and good practice and the development of a professional HR function
- Produce draft terms of reference for the national HR Forum.

11 - DEVELOPMENT AND DELIVERY

11.1

This Strategy has been developed through the engagement of those working within HR in the Fire and Rescue Service and other key stakeholders. The final draft was subject to a wide ranging consultation process which produced strong support for the strategy. The document itself has been amended to reflect the principal issues raised in the consultation process. Further information on the consultation process is available through the CFOA website.

11.2

CFOA recognises that delivery of the strategy requires detailed action plans with key milestones, performance targets and measures and clearly identified accountability.

11.3

CFOA will provide leadership and co-ordination to support the delivery of the action plan through the

Executive Director for HR. A Strategic HR Committee chaired by the Director and including HR and Service professionals, as well as other stakeholders, has been assembled to monitor the delivery of the Strategy and its effectiveness, and to facilitate the on-going review. Details of the CFOA HR Structure are attached at Appendix 2.

11.4

A 3-year action plan and other information relating to this Strategy can be viewed on the CFOA website at: www.cfoa.org.uk

11.5

The Strategy and Action Plan will be reviewed on an annual basis. Progress will be monitored by the CFOA Board and regular reports to the Practitioner's Forum.



Dispatching the crews

APPENDICES

APPENDIX 1 - Fire and Rescue Service Core Values

OUR VALUES

We value:

- SERVICE TO THE COMMUNITY
- PEOPLE
- DIVERSITY
- IMPROVEMENT

SERVICE TO THE COMMUNITY

We value service to the community by:

- Working with all groups to reduce risk
- Treating everyone fairly and with respect
- Being answerable to those we serve
- Striving for excellence in all we do

PEOPLE

We value all our employees by practising and promoting:

- Fairness and respect
- Recognition of merit

- Honesty, integrity and mutual trust
- Personal development
- Co-operative and inclusive working

DIVERSITY

We value diversity in the service and the community by:

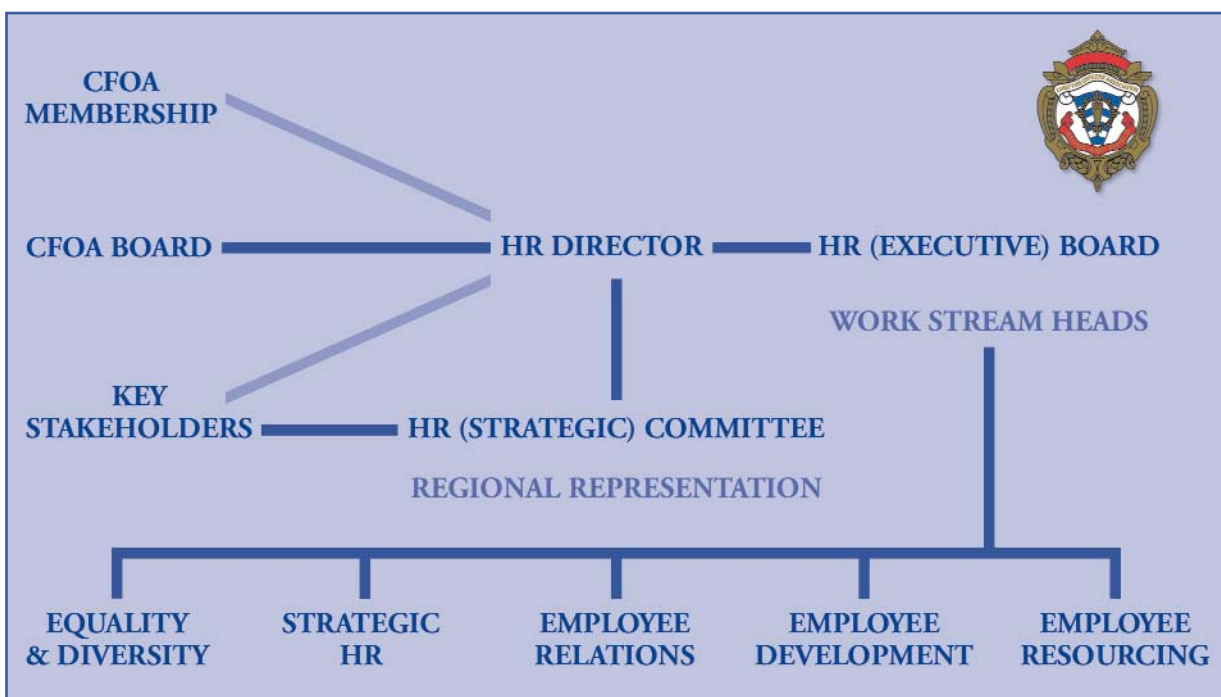
- Treating everyone fairly and with respect
- Providing varying solutions for different needs and expectations
- Promoting equal opportunities in employment and progression within the service
- Challenging prejudice and discrimination

IMPROVEMENT

We value improvement at all levels of the service by:

- Accepting responsibility for our performance
- Being open-minded
- Considering criticism thoughtfully
- Learning from our experience
- Consulting others

APPENDIX 2 - CFOA HR Structure





THE CHIEF FIRE OFFICERS ASSOCIATION

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