

BEDFORDSHIRE FIRE AND RESCUE SERVICE

PERFORMANCE APPRAISAL FORM

Employee's name:	██████████
Job title:	██████
Watch/Department:	████
Start date in Service:	██████████
Start date in Role:	██████████
Manager:	██████████
Date of meeting:	5 April 2017

Performance Against Key Accountabilities of the Post

This section should be used to record discussion of performance in carrying out the key accountabilities of the job as set out in the job description.

██████████ and I have regular one to ones to discuss objectives, progress and work demands. The current job description captures the key accountabilities of the role. This year has been another significantly busy and demanding year requiring ██████████ to be reactive to national demands from ██████████ as well as outcomes from the ongoing ██████████ work in managing ██████████ requiring ██████████ advice and individual impact assessment. ██████████ has managed this to a stage where all ██████████ are identified, ██████████ cases are dealt with and ██████████ are in the final stages of discussion with ██████████. ██████████ has ensured the team plan is in place aligned to the ██████████ Strategy and carries out one to one's with her reports.

This year has required ██████████ to manage the implementation of the new ██████████ system. This has not gone smoothly and ██████████ has had to lead and drive delivery through resourcing and managing the draw on capacity as well as the impact on her teams to ensure the go live date of ██████████ was achieved. It is to hers and the teams credit that this was successfully achieved. This is still a demanding area of work and will continue to draw capacity from the teams throughout 2017\18 whilst full functionality is sought and stage 2 implemented.

Performance Against Previously Set Work Objectives

This section should be used to record discussion of performance in achieving work objectives set at the previous appraisal meeting. (List below or attach objectives)

See attached.

Performance Against Behaviours Required for Effective Performance

This section should be used to record discussion of performance against the behaviours set out in the Personal Qualities and Attributes framework applicable to the organisational level of the person being appraised. (The PQA's are Personal Style, Interpersonal Skills, Working with Information and Organisational Effectiveness)

Personal Style:

approaches all issues in a balanced and ethical manner. It is clear ensures she manages her team in a fair and transparent way. approach promotes confidence in her abilities from her peer group and her opinion and view is sought by her peers, and by me. Through all the significant demands on and the team this year she has remained resilient to support her team throughout.

Interpersonal Skills

Through a testing year, has led and continues to motivate her team. is an excellent communicator both written and verbally and influences organisational direction through is well aware of the need for individuals to develop themselves and allows for this opportunity and discussion ensuring individuals are aware of the risks of not becoming professionally recognised in

Working with Information

has a desire to ensure the correct action is being taken which has meant investing her time in understanding the complex and detailed areas with This has been necessary through these demanding times. has also had to address detail with budgets and the implementation of the which meant a strict control on spend and backfilling was required.

Organisational Effectiveness

is a heard voice amongst her colleagues in moving the Service forward. would like to focus on utilising to drive improvement across the Service but the capacity to achieve this is unlikely to be available until the draw on current capacity has diminished.

Personal Development and Training

This section should list specific requirements for any training, development or any other suitable activity that will enhance skills, knowledge and behaviour that is relevant to the current or possible future role.

Development/Training	Organiser	Date
Although would like to attend broader national seminars, her current work commitments make this difficult. attends update training, related seminars and learning linked to her duties.		

Career Aspirations

This section should record any areas of the department or Service in which the employee has expressed a specific interest.

██████ wishes to keep her career ██████ specific. ██████ is considering ██████ sometime in the future but is keen to keep the Service informed of any changes to help succession planning. ██████ has no imminent plans.

Agreement of Work Objectives for the next 12 months

This section should record the agreed objectives (SMART) that have been discussed in line with Service aims and objectives that the employee is required to meet over the coming 12 month period. (Attach on separate sheet if preferred)

Objective	Timescale
See attached.	

Other areas of discussion

This section should record any other points discussed at the appraisal meeting.

██████ has had to react to changing demands and the need for capacity within the ██████ team managing the introduction of a new post, backfilling for ██████ increasing capacity for ██████ extending a ██████ and arranging for the ██████ appointment to support the new ██████ in the ██████ for the next ██████. This has occurred whilst delivering against work plans. ██████ is a very capable and able leader whose commitment, abilities and contribution I value.

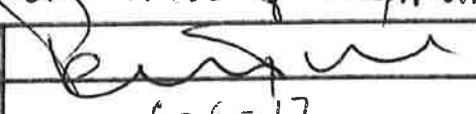
Employee's signature: ██████

Appraiser's signature: ██████

Date: ██████

Reviewing manager's comments

██████ makes a huge contribution to our organisation and manages an impressive workload. ██████ are currently investigating ways to improve resources to meet the significant demand in key areas of responsibility.

Reviewing manager's signature: 

Date: 6-6-17

One copy of this completed form will be kept by the appraiser, one by the appraisee and one in the employee's PRF. Once completed please forward to Human Resources department for filing.

Date received in HR

Logged for monitoring purposes

Objectives 16/17

Objective Task/Action	Resources/Tools Required	Timescale	6 Month Review Comment	12 Month review
<p>1.</p> <p>To develop the functional plan and manage the completion of actions throughout the year (this includes a review of the basics)</p>	<p>Strategy</p> <p>Objectives</p> <p>Strategic Assessment</p> <p>Team</p>	<p>Due for April 2017</p>		
<p>2.</p> <p>Review customer service from the team assessing work and process flows to shape a review of the service delivery model. This also involves utilising skills across the team increasing capacity and skill balance and integrating with the</p>	<p>Work flow impact</p> <p>Team</p> <p>Professional knowledge</p> <p>Technology advancements</p>	<p>Development of a temporary structure to support capacity and new whilst recruiting to turnover</p> <p>now employed to support key in IT literacy and making a difference to the team.</p> <p>To continue to monitor with the development of the and team member plans.</p>		<p>Ongoing, complicated by and team members. When new HR system bedded in the team structure will change. This will take another 12 months to assess.</p> <p>Using additional temporary staffing arrangements.</p> <p>aware of the succession planning and business continuity requirements within the team</p> <p>Ongoing</p>
<p>3.</p> <p>To ensure the plan is updated and reviewed and policies delivered are</p>	<p>Team</p> <p>Dedicated resource</p> <p>Capacity within</p>	<p>Yearly plan in place review April 2017</p>		

<p>accurate, timely and fit for purpose.</p> <p>To manage the process of policy review by bringing together</p> <p>██████████</p> <p>██████████ into one</p> <p>██████████ for views to be</p> <p>██████████</p>	<p>team</p> <p>National and regional knowledge</p>			
<p>4.</p> <p>Following procurement of the new ██████████</p> <p>██████████ to follow project management framework to complete its integration with the organisation and set realistic timescales. First loose plan is stage one for ██████████</p>	<p>██████████</p> <p>Team</p> <p>External resource</p> <p>IT</p> <p>National FRS knowledge</p>	<p>Review Oct 2016</p>		<p>Successfully live from Feb 2017</p> <p>Objective continues for 17/18</p>
<p>5.</p> <p>To ensure the sound provision of ██████████ services with the new schemes.</p> <p>This includes finalising ██████████ work with ██████████ and planning the initiation of ██████████</p> <p>██████████</p> <p>██████████</p>	<p>Team</p> <p>External providers</p> <p>National knowledge</p>	<p>One to one discussions</p>		<p>An area of achievement for ██████████ and her management of the team. Ongoing for 2017/18</p>
<p>6.</p> <p>Review capacity in ██████████ to drive ██████████ support to ██████████ and the educational element of ██████████ in general. This will also include providing</p>	<p>██████████ Team</p> <p>Professional knowledge</p>	<p>Review Dec 2016</p>		<p>████████████████████</p> <p>████████████████████</p> <p>████████████████████</p> <p>████████████████████</p> <p>Ongoing for 2017/18</p>


information around [REDACTED] [REDACTED] [REDACTED]				
7. Review organisational gaps in [REDACTED] planning and [REDACTED] review forecasting and [REDACTED] tools.	[REDACTED] Team Technology CMT Actions from meeting with [REDACTED] [REDACTED] [REDACTED]	Apr 2017		Some progress. Will also feed into [REDACTED] for [REDACTED] ensure needs of organisation in the future are considered. Info on an [REDACTED] [REDACTED] evidenced, CMT to be advised of [REDACTED] needs and points of risk. Ongoing.
8. To support the review and development of Service [REDACTED] across the organisation led by the [REDACTED] Group.	Comms grp Existing documentation	Dec 2016		Ongoing 17/18
9. Support the understanding of the utilisation of [REDACTED] across the organisations in preparedness for [REDACTED] and [REDACTED]	[REDACTED] team. National info	Review Dec 2016		Ongoing 17/18
10 To Support the completion of the [REDACTED] [REDACTED] this year.	[REDACTED] [REDACTED] National info	Review Dec 2016		Ongoing 17/18

Objectives 17/18

Objective Task/Action	Resources/Tools Required	Timescale	6 Month Review Comment	12 Month review
<p>1.</p> <p>To develop the [redacted] functional plan and manage the completion of actions throughout the year. (this includes a review of the basics, [redacted] [redacted])</p>	<p>[redacted]</p> <p>Objectives</p> <p>Strategic Assessment</p> <p>Team</p>	<p>Completed for April 2017.</p> <p>Due for April 2018</p>		
<p>2.</p> <p>Review customer service from the [redacted] team assessing work and process flows to shape a review of the [redacted] service delivery model. This also involves utilising skills across the team increasing capacity and skill balance and integrating with the [redacted] solution</p>	<p>Work flow impact</p> <p>Team</p> <p>Professional knowledge</p> <p>Technology advancements</p>	<p>Development of a temporary structure to support [redacted] capacity and new [redacted] whilst recruiting to turnover.</p> <p>To continue to monitor with the development of the [redacted] [redacted] over the next 12 months.</p>		
<p>3.</p> <p>To ensure the [redacted] [redacted] plan is updated and reviewed and policies delivered are accurate, timely and fit for purpose.</p> <p>To work towards a cultural change in how [redacted]</p>	<p>Team</p> <p>Dedicated [redacted] resource</p> <p>Capacity within team</p> <p>National and regional knowledge</p>	<p>Yearly plan in place review April 2018</p>		

<p>and improvement is managed.</p> <p>Consulting, negotiating and completing EA's as required.</p>				
<p>4.</p> <p>To ensure the new [redacted] and [redacted] system maximise its functionality.</p> <p>To project manage implementation of [redacted]</p>	<p>[redacted]</p> <p>Team</p> <p>External [redacted]</p> <p>IT</p> <p>National FRS knowledge</p>	<p>Review Oct 2017</p>		
<p>5.</p> <p>To ensure the sound provision of [redacted] services with the [redacted]</p> <p>This includes finalising [redacted] with [redacted] transfer and reacting to any national changes with the [redacted] or in general.</p>	<p>Team</p> <p>External providers</p> <p>National knowledge</p>	<p>One to one discussions to April 2018.</p>		
<p>6.</p> <p>Review capacity in [redacted] to drive [redacted] [redacted] [redacted] and the [redacted] element of [redacted] in general. This will also include providing information around [redacted] [redacted] [redacted]</p>	<p>[redacted]</p> <p>Professional knowledge</p>	<p>Review Dec 2017</p>		
<p>7.</p> <p>Review</p>				

<p>organisational gaps in [redacted] planning and [redacted] transfer, review forecasting and [redacted] planning tools.</p> <p>To include [redacted] and [redacted] best practice to meet organisational [redacted] needs and [redacted]</p> <p>Utilising [redacted] data to highlight risk and advise CMT</p>	<p>[redacted] Team Technology CMT Actions from meeting with [redacted] and [redacted] 28 April 2015</p>	<p>Apr 2018</p>		
<p>8. To support the review and development of Service [redacted] across the organisation led by the [redacted] Group.</p>	<p>Comms grp Existing documentation</p>	<p>Dec 2017</p>		
<p>9. Support the understanding of the utilisation of [redacted] across the organisations in preparedness for [redacted] targets and [redacted] Consider link to [redacted] plans.</p>	<p>Training and Dev team. National info</p>	<p>Review Dec 2017</p>		
<p>10 To Support the completion of the [redacted] [redacted] this year.</p>	<p>Equality and Diversity Adviser National info</p>	<p>Review Dec 2017</p>		
<p>11. Promote [redacted] and a fair and equal place to work through integration with [redacted] [redacted]</p>	<p>All Teams</p>	<p>April 2018</p>		

				
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BEDFORDSHIRE FIRE AND RESCUE SERVICE

PERFORMANCE APPRAISAL FORM

Employee's name:	██████████
Job title:	██
Watch/Department:	████████████████████
Start date in Service:	██████████
Start date in Role:	██████████
Manager:	████████████████████
Date of meeting:	05 05 17
Performance Against Key Accountabilities of the Post	
<p>This section should be used to record discussion of performance in carrying out the key accountabilities of the job as set out in the job description.</p> <p>██████████ performance against the key accountabilities of his role, both managerial and command has consequently resulted in him achieving a PDR competent status. Since his last appraisal ██████████ has improved his strategic contribution as a member of the ██████████ Team and the ██████████ Team. ██████████ keeps abreast of the national picture and works hard to ensure that the Service reflects the best of the sector. The objectives set for ██████████ as part of the ██████████ strategy are developing well; he maintains a strong focus on risks presented to the community and the Service from ██████████ and ██████████. ██████████ has introduced a new ██████████ policy and a draft ██████████ that incorporates a strong direction for the ██████████.</p> <p>██████████ continues to monitor and oversee the command competences of his team and individuals and regularly reviews their PDR entries. Command competence and assessment continue to be subject to strong focus from ██████████ supporting a robust operational safety ethic within the Service.</p> <p>██████████ continues to drive functional area performance and recognises the need for improvement in some ██████████ areas showing red.</p>	
Performance Against Previously Set Work Objectives	
<p>This section should be used to record discussion of performance in achieving work objectives set at the previous appraisal meeting. (List below or attach objectives)</p> <p>Objectives set as part of the Service Delivery Strategy (██████████ ██████████) have been progressed and continue to be developed. ██████████ now sits on the ██████████ Board and the ██████████ Task and Finish Group.</p> <p>Continuous monitoring and 'outcome evidence' of the objectives relating to command, safety, training, ██████████ and organisational change have progressed well and will continue to feature.</p>	

Performance Against Behaviours Required for Effective Performance

This section should be used to record discussion of performance against the behaviours set out in the Personal Qualities and Attributes framework applicable to the organisational level of the person being appraised. (The PQA's are Personal Style, Interpersonal Skills, Working with Information and Organisational Effectiveness)

██████ PQA's support and compliment his role as a member of the ████████ Team. Whilst our discussion identified some improvement in ████████ confidence and projection, there is recognition of the need to continue developing his delivery.

██████ is engaged on ████████ Programme and utilises his learning to enhance the organisation. ████████ has also been appointed as Hearing, and Appeals Manager for a number of Level ████ hearings, within which he has conducted himself competently and professionally.

Personal Development and Training

This section should list specific requirements for any training, development or any other suitable activity that will enhance skills, knowledge and behaviour that is relevant to the current or possible future role.

Development/Training	Organiser	Date
██████ continues to develop in his role and is supported by Principal Officers and his peer group. Command competencies are monitored via live incidents and assessment. Aligning with ████████ ambition to operate at ████████ level, I have agreed where possible to support his exposure to that role.		Continuous engagement. Regular assessment and monitoring.
Completion of the ELP.	FSC	2018
Completion of the ICL4.	FSC/██████	2017

Career Aspirations

This section should record any areas of the department or Service in which the employee has expressed a specific interest.

Subject to continuous development and high level performance, ████████ aspiration of reaching ████████ level is a realistic expectation. ████████ has also shown promise in being able to apply his skills overseeing other functional areas.

Agreement of Work Objectives for the next 12 months

This section should record the agreed objectives (SMART) that have been discussed in line with Service aims and objectives that the employee is required to meet over the coming 12 month period. (Attach on separate sheet if preferred)

Objective	Timescale
1. To embed [REDACTED] Strategy objectives. 2. To embed the [REDACTED] policy and formally conduct a 6 month review. 3. To maintain personal operational command competence. Evidenced by: Training and exercising Attendance at operational incidents Professional discussion Use of LearnPro 4. To enhance the safety of Firefighters through the application of safe working practices and a focus on premises risk information and operational debriefs. 5. To monitor the completion of training and development records, and to ensure that necessary corrective action is taken. 6. To meet [REDACTED] related objectives – Evidenced by performance analysis.	Strategy defined. September 2017 Recorded and reviewed using PDRPro. Evidenced by continuous monitoring. Evidenced by continuous monitoring. Evidenced by outcomes.

Other areas of discussion

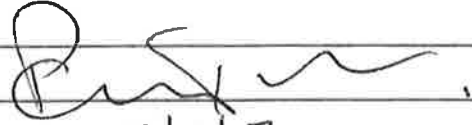
This section should record any other points discussed at the appraisal meeting.

[REDACTED] recognises the need for consistency of performance as an individual and as a [REDACTED] member. [REDACTED] will receive the support of his peers and the PO team in achieving this.

Employee's signature:	[REDACTED]
Appraiser's signature:	[REDACTED]
Date:	9 th May 2017
Reviewing manager's comments	

[redacted] has settled well into [redacted] and continues to develop his personal and organizational outcomes

Reviewing manager's signature:



Date:

10/5/17

One copy of this completed form will be kept by the appraiser, one by the appraisee and one in the employee's PRF. Once completed please forward to Human Resources department for filing.

Date received in HR

Logged for monitoring purposes

BEDFORDSHIRE FIRE AND RESCUE SERVICE

PERFORMANCE APPRAISAL FORM

Employee's name:	██████████
Job title:	██
Watch/Department:	████████████████████
Start date in Service:	██████████
Start date in Role:	██████████
Manager:	██████████
Date of meeting:	12 th May 2017

Performance Against Key Accountabilities of the Post

This section should be used to record discussion of performance in carrying out the key accountabilities of the job as set out in the job description.

██████████ has been in the current ██████████ role now for ██████████ months so this is the first appraisal that I have carried out with him. Consideration has been given with regard to this relatively short period of time and the fact that he is still developing within the ██████████ role, and at ██████████ Manager level.

██████████ is performing and developing well against all aspects within the ██████████ job description. ██████████ is a very competent ██████████ Commander and I have personally observed his skills during a recent Incident Command assessment.

██████████ is one of our more experienced ██████████ and his logical and practical approach, with a high level of attention to detail, ensures that he continues to carry out this role to a very high standard.

██████████ understands the key accountabilities of his role and he is comfortable working within these areas. When reflecting on ██████████ performance and considering the contents of his previous appraisal, delivered by ██████████ I can see how his skills are transferable to his current role. The coaching, mentoring and developing teams is one of great value in his current role, and he is working hard to further develop his new team.

I am confident that ██████████ will continue to develop in all areas of his work and this will be fully supported, through one-to-one meetings and regular interaction whilst delivering against Service objectives. This has been evident so far in the delivery of policies and work streams linked to strategic projects i.e. ██████████
██████████

██████████ has assisted to maintain key ██████████ arrangements working with and through colleagues in the team, especially key ██████████ arrangements linked to ██████████ are managed through the ██████████ ██████████ Group, which ██████████ chairs.

██████████ provides regular support to myself in the delivery of Strategy, focused on ██████████ and working with ██████████ to ensure alignment of ██████████ and ██████████ practice.

Performance Against Previously Set Work Objectives

This section should be used to record discussion of performance in achieving work objectives set at the previous appraisal meeting. (List below or attach objectives)

As already mentioned [redacted] objective for the last 12 months were set by [redacted] and for the role of [redacted] Commander. Having reviewed these objectives and subject to additional discussions with taken place, I am content that he has made very good progress with executing them, supporting information is as follows:

Command competence has been maintained at operational incidents for [redacted] and [redacted] and by attending several ICS assessments at TDC. [redacted] also successfully passed the [redacted] ICS course at the FSC.

Station Plan for 2016/17 were produced and managed to point of departure, these were handed over to the incoming [redacted] along with information and history to ensure they could maintain direction of travel and attainment of goals. [redacted] experience from developing and managing station plans is key, as there is an aspiration for a total review on how these plans are developed, owned and quality assured in the very near future.

Station Safety Critical training requirements were met and maintained at [redacted] for the period of the 2016/17 Station Plan referred to.

A very successful open day took place in 2016 linked to CFOA annual calendar and aligned to [redacted] Station Risk profile. An equivalent event took place for [redacted] in [redacted] 2016. Both achieved good Community engagement with key safety messages and education intrinsic to the demonstrations and messages conveyed.

[redacted] was delivered as a pilot at [redacted]. Delivery continues as part of the pilot programme. [redacted] was responsible for facilitating qualifications, administration and training to facilitate the [redacted] requirements for commencement of the trial.

The [redacted] with [redacted] was completed with the final stage being ratification between [redacted] and BFRS Legal departments. The document was completed and I facilitated an official meeting where signatures were applied to invoke it into use.

Since [redacted] has taken up the [redacted] role he has been an intrinsic link to implementing [redacted] and [redacted] across the Service. He has also played a significant role with the revision of [redacted] policy and procedures.

Performance Against Behaviours Required for Effective Performance

This section should be used to record discussion of performance against the behaviours set out in the Personal Qualities and Attributes framework applicable to the organisational level of the person being appraised. (The PQA's are Personal Style, Interpersonal Skills, Working with Information and Organisational Effectiveness)

[redacted] has as a good working relationship with members of his team, and his peers, although it is recognised that some areas of his work will require stronger, or different, management styles to ensure continued effective outcomes for [redacted] delivery amongst his team, his skills from the previous management role will assist with this.

I believe that [redacted] has developed a personal style and he possesses interpersonal skills which support him in his [redacted] role, as well as being effective in the role of [redacted]

I have many examples of [redacted] written and oral communication, document reviews, feedback from how he chairs meetings and how he, direct and indirect, manages members of his team. All of these demonstrate how he is capable of processing key information and applying it to supporting the achievement of departmental projects and work streams.

These examples all support personal and organisational effectiveness.

Personal Development and Training

This section should list specific requirements for any training, development or any other suitable activity that will enhance skills, knowledge and behaviour that is relevant to the current or possible future role.

Development/Training	Organiser	Date
<p>█████ has indicated that he would like to take all opportunities to develop in the current role of ████M. This will be effectively supported by working toward the achievement of the ████C development programme.</p> <p>His aim and focus is to attain a permanent role at ████C and any personal or generic development available to help achieve this will be welcome.</p>		

Career Aspirations

This section should record any areas of the department or Service in which the employee has expressed a specific interest.

█████ has indicated that he thoroughly enjoys his current role of ██████ and he continues to work towards achieving permanent appointment at ████C in this role.

All roles currently linked to a ████C level generally interest him. With long experience managing operational fire stations the role of ██████ Commander would also be of interest.

Agreement of Work Objectives for the next 12 months

This section should record the agreed objectives (SMART) that have been discussed in line with Service aims and objectives that the employee is required to meet over the coming 12 month period. (Attach on separate sheet if preferred)

Objective	Timescale
1) Now ██████ and ██████ have been introduced within the Service the next stage is to continue learning, developing and embedding the process. This will include quality assurance and demonstrating outcomes of this change.	March 2018
2) There is a requirement to strategically demonstrate how a greater emphasis towards reducing those seriously injured or killed on the ██████ of Bedfordshire. Expanding the FRS footprint amongst the delivery of ██████ safety programmes and proactively working closer with our partners to achieve this.	December 2017
3) Continuing to develop the ██████ role and endeavouring to ensure, as far as practicable, the interactions between ██████ ██████ and ██████ contribute to and achieve an integrated concept best supporting Service Vision and Aims, one organisation – one goal.	February 2018
4) Review current arrangements with regard to the ██████ programme and to investigate ways of making it sustainable for the future.	October 2017
5) Continue developing youth engagement initiatives across the county and incorporate Duke of Edenborough work where possible, through the development of a Youth Engagement Strategy.	February 2018
6) Maintain full operational competence and safety critical training via Learn Pro and PDRpro.	Ongoing

Other areas of discussion

This section should record any other points discussed at the appraisal meeting.

During the appraisal we spoke a great deal with regard to the development of the [redacted] team and some of their needs, areas of focus and expectations. It is now down to [redacted] to act on this and to continue progressing with this. We also spoke about how I can support [redacted] as he continues to develop into a more strategic role, the political environment we are currently working within, and the importance of effective communications.

Employee's signature:

[redacted]

Appraiser's signature:

[redacted]

Date:

30th May 2017

Reviewing manager's comments

Reviewing manager's signature:

[redacted]

Date:

31/05/17

One copy of this completed form will be kept by the appraiser, one by the appraisee and one in the employee's PRF. Once completed please forward to Human Resources department for filing.

Date received in HR

Logged for monitoring purposes

BEDFORDSHIRE FIRE AND RESCUE SERVICE

PERFORMANCE APPRAISAL FORM

Employee's name:	██████████
Job title:	Station Commander
Watch/Department:	████████████████████
Start date in Service:	██████████
Start date in Role:	██████████
Manager:	██████████
Date of meeting:	24 th March 2017

Performance Against Key Accountabilities of the Post

This section should be used to record discussion of performance in carrying out the key accountabilities of the job as set out in the job description.

██████████ took over the role of T/StnC at ██████████ during ██████████ 2016. ██████████ successfully passed the StnC interview process during ██████████ and was substantively promoted to StnC ██████████ in ██████████. ██████████ will remain in post at ██████████ for the foreseeable future.

██████████ has a good knowledge on many areas linked to operational Fire Stations and operational response. ██████████ has served at many Fire Stations as a Watch Commander and also served in ██████████ for a period of ██████████ years.

██████████ has started well in his new role. ██████████ understands the role of a middle manager and operates in a manner where he listens to staff before making a decisions and taking the responsibility for steering direction.

██████████ has reflected on the initial period of his posting. Whilst he has tackled and resolved issues at station level he is aware he still has a lot to learn. ██████████ feels there may be areas of work expected from him that he has not yet encountered. End of year budgets being an example. ██████████ has the confidence to look forward to these challenges and appreciates the support available to him from his peers, line manager as well as support from Green Book roles.

██████████ has been let down on occasion by his officers who have failed to record data correctly. The ██████████ trial is an example of this. ██████████ must now begin to understand the areas where his teams may have performance gaps. ██████████ needs to be able to proactively identify these areas and set control measures. This will ensure recording failures are not realised at strategic level, and that they are managed and controlled at a local level.

During the appraisal we discussed the importance of regular coaching sessions with more experienced peers. This is one way ██████████ can overcome areas he is not sure about. ██████████ highlighted a recent session looking at budget variances as a good example. In the coming year I will be asking for ██████████ to arrange monthly coaching sessions with a group of his peers.

██████████ is clear that whilst he appears approachable to all of those under his command, he focuses on the ██████████ members of staff he directly manages. ██████████ is aware of the importance of a chain of command in order to allow him to operate to complete multiple tasks at station and at service-wide level.

██████████ has a good understanding of areas such as training, risk management and workplace assessment.

██████████ is pro-active when maintaining his operational competence. ██████████ achieves this through attending incidents as well as participating in training events including an annual ICS Assessment. Stuart

has recorded effectively within PDRPro and LearnPro. At the time of the appraisal PDRPro indicates a sub role maintenance 15/16 and training maintenance 56/57. [REDACTED] must ensure that he regularly reviews and verifies the work place assessments of personnel at stations he has responsibility for. I have reviewed [REDACTED] assessment decisions and found them to be correct with good feedback delivered to officers. [REDACTED] must ensure his teams are regularly assessing and verifying work place assessments. This is one area at present that both of [REDACTED] stations could improve on.

[REDACTED] is working towards completing his development portfolio. Progress is being made and I would expect this to be completed within the next twelve months. [REDACTED] is now required to start to complete TDA's ready to be signed off.

[REDACTED] interacts well at meetings such as ODT and OCT. [REDACTED] contributes during discussions and is able to offer good rationale to support proposed solutions. It is pleasing to see that [REDACTED] completes action points allocated to him on time and to a good standard.

During the coming year I would like to see [REDACTED] continue to develop his experience in areas relating of his role. [REDACTED] should continue to expose himself to as many new situations as possible, this will include investigation work and budget management. [REDACTED] should look to maintain the good start he has made.

Performance Against Previously Set Work Objectives

This section should be used to record discussion of performance in achieving work objectives set at the previous appraisal meeting. (List below or attach objectives)

[REDACTED] previous objectives were met whilst performing as a Watch Commander. [REDACTED] changed role to a [REDACTED] during [REDACTED] and was subsequently substantively promoted to [REDACTED] during [REDACTED]. [REDACTED] Interim objectives set during this period have been met – examples being - to set up an initial training programme for both [REDACTED] and delivering a Service-wide [REDACTED] exercise.

Performance Against Behaviours Required for Effective Performance

This section should be used to record discussion of performance against the behaviours set out in the Personal Qualities and Attributes framework applicable to the organisational level of the person being appraised. (The PQA's are Personal Style, Interpersonal Skills, Working with Information and Organisational Effectiveness)

Personal Style – Commitment to diversity and integrity, Openness to change, confidence and Resilience.

██████ behaves in a fair and ethical manner which shows respect for individual differences. ██████ works regularly on work streams where he has access to personal sensitive information. ██████ is able to operate at this level whilst maintaining confidentiality. ██████ is aware of his responsibilities in being a Station Commander and proactively supports change initiatives. ██████ is resilient when tackling difficult issues on station. ██████ has the confidence to challenge poor performance and is confident to delegate work when required to do so.

Interpersonal Skills – Working with Others, Effective Communication, Commitment to Development.

██████ works well within the teams he operates with, both at a senior level as well as at station level. ██████ is good at communicating orally to both individuals and groups. ██████ has reflected on his own performance and development needs and also considers the development needs of his team. ██████ has identified areas he considers as gaps and is keen to demonstrate competence in these areas.

Working with Information – Problem Solving and Situational Awareness.

██████ is comfortable working on issues and projects and is able identify solutions. ██████ has worked hard to review theoretical and practical training at ██████. This has involved him liaising with ██████ Officers to put a case forward for him to develop a ██████ programme. ██████ has achieved his goal and has set up a programme for ██████ training with ██████ in the coming year.

Organisational Effectiveness – commitment to Excellence, Planning and Implementing, Political and Organisational Awareness.

██████ is a committed hard working manager who is willing to be flexible to meet the demands of his work. ██████ works hard to ensure that agreed deadlines are met. ██████ has demonstrated to me that he is aware of and sensitive to internal and external political agendas. ██████ draws upon his experience gained whilst working in ██████ and has a good understanding of the regional /national picture.

Personal Training and Development

This section should list specific requirements for any training, development or any other suitable activity that will enhance skills, knowledge and behaviour that is relevant to the current or possible future role.

Development/Training	Organiser	Date
████████████████████ Course	H & S Department	27/3/17
FSC ██████ Course	FSC	TBC
Development Portfolio including ██████ award	████████████████████	Ongoing

Career Aspirations

This section should record any areas of the department or Service in which the employee has expressed a specific interest.

██████ is keen to learn the role of Station Commander, covering the wide range of areas involved with the role. ██████ is focused on becoming a competent Station Commander before he considers further promotion. ██████ is about to join the ██████ Team and has expressed an interest in joining the ██████ Team in the future should a position arise.

Agreement of Work Objectives for the next 12 months

This section should record the agreed objectives (SMART) that have been discussed in line with Service aims and objectives that the employee is required to meet over the coming 12 month period. (Attach on separate sheet if preferred)

Objective	Timescale
1. To maintain personal operational command competence.	Ongoing
2. To complete Station Plans for [REDACTED] and [REDACTED] and ensure plan objectives are met.	April 2017 and ongoing
3. To ensure Service requirements for local and central safety critical training of station based operational personnel at [REDACTED] & [REDACTED] Stations are met.	Ongoing
4. To oversee the arranging of the Station Open Days to foster engagement with the local community and showcase our Service.	July 2017 and [REDACTED] tbc
5. To ensure a robust training programme is embedded for joint training at [REDACTED] for BFRS and [REDACTED] crews. This will include practical and theoretical training.	Ongoing with a review date due end of Nov 2017
6. To plan and deliver a Service – wide exercise. TBC.	TBC at OCT
7. To continue to oversee [REDACTED] matters at [REDACTED] and continue to support the Service lead at regional meetings.	End of April 2017
8. To review station training needs for specials at [REDACTED] and [REDACTED] Fire Stations, to include recommendations.	September 2017
9. To work with Retained Project Manager to support the implementation of Retained phased alerters at [REDACTED] Fire Station.	June 2017

Other areas of discussion

This section should record any other points discussed at the appraisal meeting.

No other areas were identified for discussion.

Employee's signature:

PLEASE SIGN HERE

Appraiser's signature:

PLEASE SIGN HERE

Date:

11th April 2017

Reviewing manager's comments

I am pleased to have [REDACTED] as a member of the Operations management team. [REDACTED] has made a good start in his new role as Station Commander in charge of both WDS and RDS stations. I have received positive feedback on how [REDACTED] performs and my personal experience has been that he is a pragmatic and proactive manager who is keen to continuously improve performance and is prepared to take action to ensure that requirements are met.

Reviewing manager's signature:**Date:**

11 May 2017

One copy of this completed form will be kept by the appraiser, one by the appraisee and one in the employee's PRF. Once completed please forward to Human Resources Section for filing.

Date received in HR

Logged for monitoring purposes

