

FIRE SERVICES EXAMINATIONS BOARD

STUDY NOTE

EXAMINATION

STATION OFFICERS' EXAMINATION

PAPER

BUSINESS ADMINISTRATION

SUBJECT

PRINCIPLES OF MANAGEMENT

ITEM

MANAGEMENT SYSTEMS

STUDY NOTE No.

3405

INTRODUCTION TO THE STUDY NOTE

This study note has been prepared as the basis of study in connection with the qualifying examinations for promotion.

Candidates will be expected to demonstrate knowledge of the information contained in the study note and understand how it should be applied:

The 'References' made at the end of the Study Note are included for information only and candidates will not be expected to study these as part of the bibliography.

MANAGEMENT SYSTEMS

1. Introduction

The Fire Service comprises many fire brigades throughout the United Kingdom. These brigades can be managed using any one of a number of different management models.

In recent years management models based around performance are increasingly used by industry and commerce.

Such a model is particularly relevant to the Fire Service whose business relates to the reduction of risk and the control of operational incidents.

This study note introduces a typical management model and how performance measurement fits into it.

2. Key Elements of a Management System

There are many management systems in use. They cater for both large and small organisations.

Typically a management system should have the following key elements:

(a) Policy Development

This is the action that sets clear direction for the organisation to follow on all aspects of its business. It conveys:

- (i) The general intentions, approach and objectives of an organisation; and
- (ii) The criteria and principles on which its actions and responses are based.

(b) Organisation

This is the managerial structure and arrangements in the organisation to enable the delivery of the policy.

It includes the responsibilities and relationships between individuals, which form the social environment in which work takes place.

(c) Planning & Implementation

This is the planning and the implementation of delivery of the service that the organisation provides.

Generally, in the Fire Service, these are the Operational and Fire Safety functions, but internally, it also includes the administration and other organisational activities such as training, finance and supplies etc.

(d) **Performance Measurement**

This is the activity of measuring performance against agreed standards to reveal if they are being met.

(e) **Reviewing Performance**

This is the activity involving judgements about performance, and decisions about improving performance.

(f) **Audit**

This is the structured systematic review of overall performance based on: data; monitoring; research and external investigation.

Audit involves the review of all of the key elements – Policy; Organisation; Planning & Implementation and Performance Measurement and is designed to identify those areas that require attention and drawing up plans for corrective action.

The relationship between the key management elements is shown in figure 1. below.

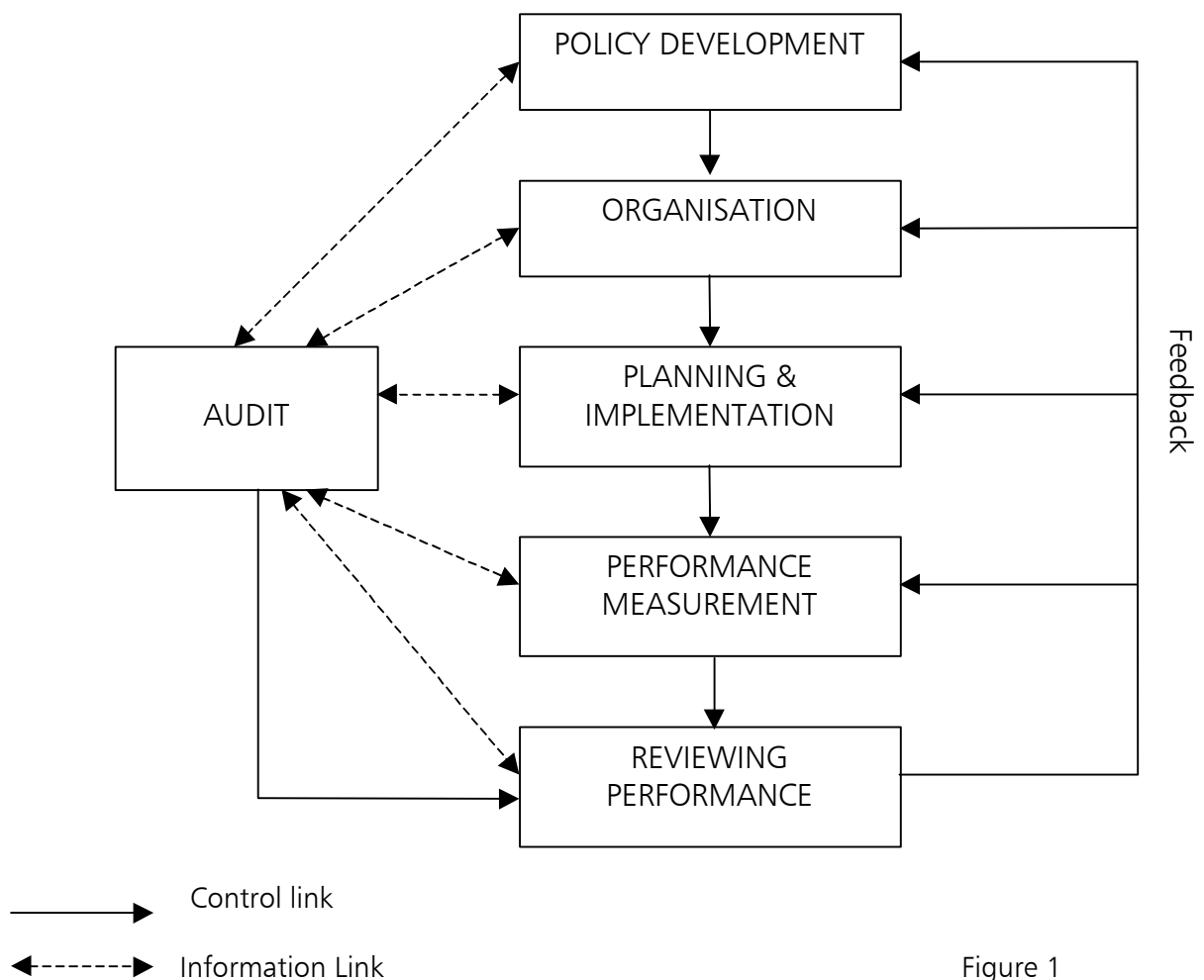


Figure 1

3. Performance Measurement

Performance management is the activity of measuring performance against agreed standards to reveal if they are being met. It can be described as:

'An objective assessment of: (a) The Organisation; (b) Groups and (c) Individuals, measured against a set of performance standards for each of these three areas'.

The purpose of Performance Measurement is to provide effective ways of measuring that the standards, the quality and the quantity of performances as established and set out by the organisation are being met.

4. Key Activities of Performance Measurement

The measurement of performance involves a number of key activities, these include:

- (a) The identification of the organisation's objectives;
- (b) The identification of the performance standards, including the quality and quantity that is expected to be achieved by the organisation, groups, teams and individuals;
- (c) The identification of performance outcomes, i.e. how the achievements of the organisation, groups and teams and individuals will be measured against the performance standards; and
- (c) How the organisation will support teams and individuals in achieving the performance standards.

5. Performance Standards

One of the key activities described above is (b) the identification of performance standards.

Performance standards are used to establish the basis of planning. They are provided to ensure that everyone is clear about what they are expected to achieve and are essential if policies are to be translated from good intentions into a series of co-ordinated activities and tasks.

Performance Standards should:

- (a) Set out clearly what people need to do to contribute to make their effective contribution to the organisational goals;
- (b) Help identify the competences which individuals need to satisfy in order to fulfil their responsibilities; and
- (c) Form the basis for measuring performance

Good performance standards link responsibilities and specify:

- (a) Who is responsible;
- (b) What they are responsible for;
- (c) When the work should be done; and
- (d) What is the expected result

Performance Standards take many forms and include:

(a) **Organisational Performance Standards**

Brigade Business Plan

To include for example: targets for operational service delivery; the achievement of attendance times; the reduction of false alarms etc.

National Benchmarks

To include for example: the comparison of cost of services etc. against those of another brigade.

Best Practice

To include for example: initiating 'best practice' advice on such as the purchase of equipment or appliances.

(b) **Group and Team Performance Standards**

Watch Performance Plan

To include for example: targets for delivery of Community Fire Safety initiatives such as number of visits to schools; targets of achievement for training; targets for reduction of absence etc.

(c) **Individual Performance Standards**

These set out the requirements that will need to be met to achieve and maintain competence.

6. **Audit**

As described in 2(f), an Audit is the systematic review of overall performance of all the key elements of the 'Management Model' identified in Figure 1.

This is usually based on: data; monitoring; research and external investigation for the purpose of examining the currency and operation of the organisation in order to drive forward improvement in service delivery and embrace change so as to ensure that it remains up to date and at a satisfactory level.

With regard to the Audit of Performance Measurement, the Audit must:

- (a) Identify and respond to risk critical issues of performance measurement; e.g. such as accidents or other incidents affecting the health and safety of personnel;
- (b) Provide recommendations, which identify how existing resources, can be used in the most effective manner;
- (c) Provide a link between the needs of the organisation and training and development; and
- (d) Provide feedback, feed-forward, guidance, and where appropriate outline action plans for the improvement of performance.

References

Home Office
Fire Services Examinations Board
Successful Health and Safety Management HSG65 – Heath & Safety Executive