



Essex County
Fire & Rescue Service

Managing our resources

Right people, right place, right time

SLT discussion and decision points

July 2020



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Content

- Engagement
- Managing our Resources
- Guiding Principles
- Overview of Leadership Succession Pool
- Potential alternative for On-Call progression
- Succession Planning
- Future Leaders Programme
- Governance arrangements
- Appendices: further information



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Engagement

Feedback:

- Approach to Resourcing
- Assessment & Selection Process
- Succession Planning
- 'Fast Track'
- On-call assessment



FBU
FRSA
Unison
FOA
Area Managers
Group Managers
Your Voice
SLT
HR
User experience



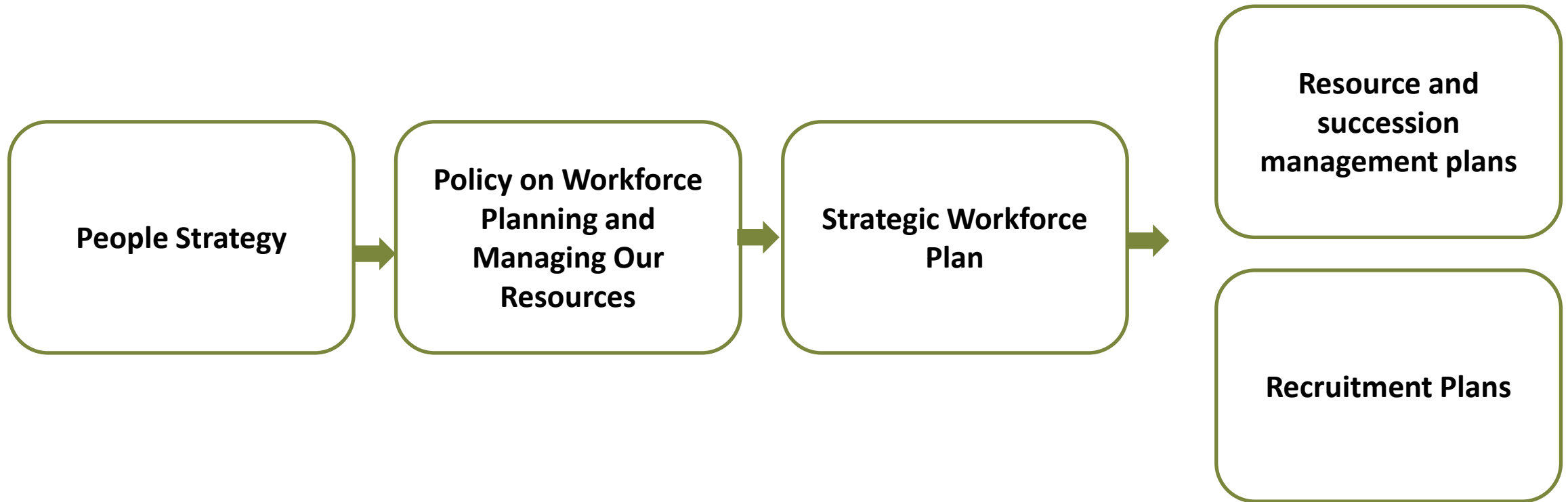
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Managing our Resources



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Background

- Presented Talent Management Gen 2 Arrangements to SLT Spring 2020
 - Key feedback: 'talent', succession, fast track and on-call
- Interim Workforce Plan 2020 presented to SLT April 2020
- Whole Time Recruitment Approach agreed by SLT June 2020
- Other resourcing actions to commence by Autumn 2020



BW1337_ECFRS_People Strategy_01.pdf



SLT Talent Management v0.4docxpdf



Essex County Fire and Rescue Services Workforce Plan 2020 Final Draft as at 14 April 2020.pdf



4b Postive Action - Culture and Inclusion in Recruitment .pdf



Guiding Principles

The principles of our People Strategy will act as a guide in all that we do

People

- Everyone Matters - our decisions value and include all of our people, our stakeholders, our community
- Open and Transparent - Whilst respecting individual privacy we make decisions that are open and transparent, we know that generates trust
- Fair - our decisions are fair; we know that this is not the same as being equal

Approach

- We simplify process, adapt and adopt practice wherever possible
- We are flexible in our use of policy and guidance
- We take a people centred approach to use of technology - we aspire to take a 'digital first' approach
- We communicate in a variety of ways to reach all of our people
- We encourage use of organisational design, self awareness and behaviours to achieve results

Continuous Improvement

- We have a performance focus
- We encourage personal ownership and accountability
- We encourage innovation
- We empower evidence-based decision making

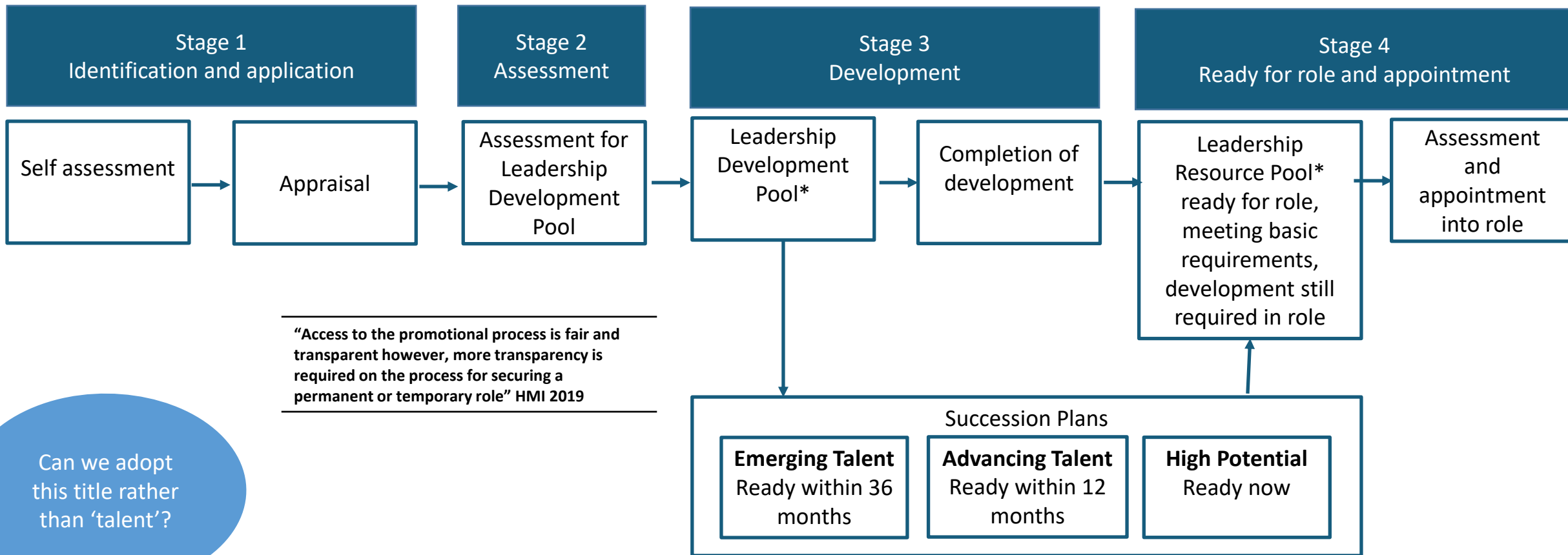


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Resourcing: Succession



Leadership Succession Pool Pathway



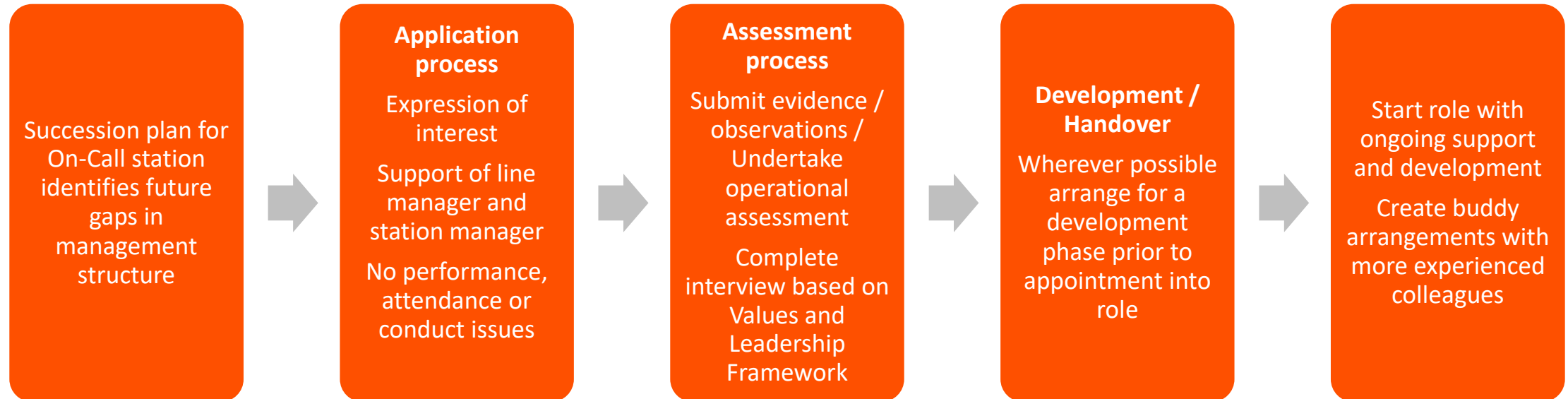
Can we adopt this title rather than 'talent'?

*The Leadership Development and Resource Pools will be aligned to the different leadership levels: **Leading Others, Leading Function and Leading Service**



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Future On-Call promotional process – discussion point



Differences to wholetime

- Application is an expression of interest and manager x 2 support rather than evidence based
- Demand is driven by individual station succession plans rather than the overall Service position
- Assessment process is more focused on the most relevant areas of the On-Call role, ie operational skills and Values
- Development phase / handover period built in wherever possible (no development pool / talent pool as such)

Do we want an
alternative process
for On-Call?



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Future On-Call promotion process



- Proposal works on the assumption that *the operational skills* for On-Call and Wholetime Managers are equal and essential
- However, wholetime managers require additional *leadership skills* to enable them to undertake their full role
- We need to acknowledge the differences and ensure that any promotional process is consistent, fair and meets the needs to the Service, the individuals and the communities we serve
- Robust Succession Planning should drive the need for activity, so, rather than creating one Talent Pool, assessments and appointments happen locally based on demand (with a central consistency check).

Can we adopt this approach to help us manage, recognise and reward our resources fairly?



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Pro's and con's – On-Call alternative pathway

Pros

- Simplified, more streamlined process
- Potential to attract more candidates
- Feels more relevant to role and station
- Assessment process focuses on the critical elements of the On-Call role
- Localised and timely assessments based on station demand

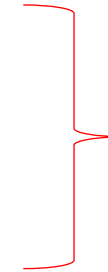
Cons

- Creates differences between the 2 duty systems
- Could prevent future moves between duty systems



ECFRS Succession Grid

		Readiness to move		
		Potential for upwards move (1-3 years)	Ready for upwards move (0- 12 months)	Ready for upwards move and potential for further progression
Develop Exceeding expectations	Emerging Talent	<ul style="list-style-type: none"> High performing in own area Role model for behaviours Consistently bringing added value Upward potential - may be less ambitious at this time 	Advancing Talent <ul style="list-style-type: none"> Consistent high performance across a variety of tasks Adds value beyond own area Role models behaviours Ambitious to move upwards Likely move one level upwards 	High potential <ul style="list-style-type: none"> Role model highest level of performance, potential and ambition High performance, commitment and role of behaviours Potential capacity immediate advancement and higher
	Nurture Meeting expectations	Key contributors <ul style="list-style-type: none"> Fundamental to the service - our teams would fall apart without these individuals Behaves professionally in line with role Happy doing the job they are doing May show potential for progression but less ambition for upwards move or move outside of field Mastery and/or expertise in field or role and committed to continuous improvement 		
Improve Partially meeting expectations	Not reaching potential <ul style="list-style-type: none"> Lower level of performance and/or behaviour Strengths and values may be misaligned May be bored, under-used or in the wrong place 	Developing in new role <ul style="list-style-type: none"> Recently started role (0-12 months) Still developing, no expectation to be expert Future performance will allow assessment of where they fall in grid longer term 		



For phase 1, everyone in our Leadership Development Pool and Leadership Resource Pool will be included on the Service Succession Plan. For those in our existing Talent Pool, the box will be determined by progress against their development plan and in agreement with their line manager, with a consistency check built in.

“The real value of the talent management conversation lies in the open, honest and constructive conversation between the manager and employee however use of a talent grid helps align the development available, maximising performance and/or preparing them for their next role” Succession Planning in UK FRS



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Phased approach to Succession Planning

Phase	Activity	Considerations
Phase 1	<ul style="list-style-type: none">Service wide Succession Plan populated with existing members of the Talent PoolsNew members of the Leadership Development and Leadership Resource Pools added to Service wide Succession PlanFocus on the individuals who are in the 'develop' box on the Succession Grid	Communication approach – provide an introduction to the concept and language
Phase 2	<ul style="list-style-type: none">Introduction of team / area Succession Plans to specific teams / areas or job roles where data is showing a potential shortfall of resource (eg TFS, middle managers, On-Call stations etc)Identify business critical roles* and begin identification and development of future successors	Individuals identified through: <ul style="list-style-type: none">Appraisal conversationsRobust career conversationsSelf nomination
Phase 3	<ul style="list-style-type: none">Full launch of Succession PlanningLinks to the Workforce Plan (update with data)Identify those in the 'improve' boxes and agree support and actions	Training for line managers Business Partners work with respective areas

*Senior or key positions that could leave the Service vulnerable if not filled quickly



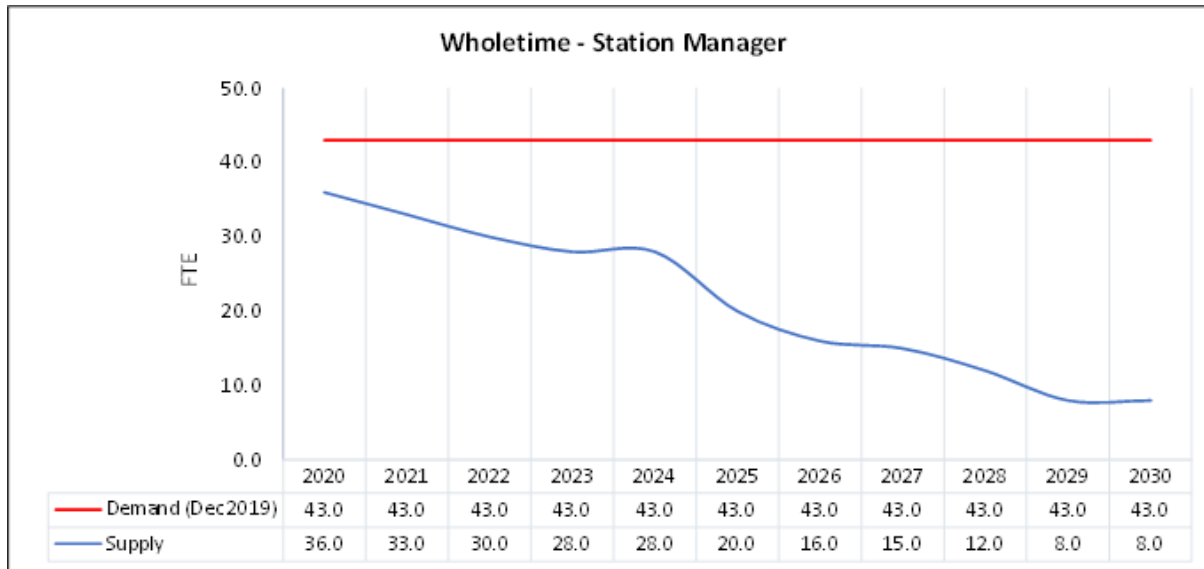
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“Fast Track”

Future Leaders Programme



Addressing the gap – potential fast track programme



- The current establishment for whole time Station Managers is 43
- 36 FTE are currently in post against these positions
- Assuming the establishment (demand) remains the same through to 2025, with no resourcing interventions there could be over 20 vacant positions; and in 2030 over 30
- The planned and unplanned attrition rates are stark in this staff group and may be further impacted by the recent pensions remedy
- One solution to addressing the predicted shortfall would be to introduce an accelerated programme (completely separately from the Leadership Succession Pools) to ‘fast track’ talented individuals, both internal and external, to reach the Station Manager role within 5 years of joining the Service
- This would work alongside the Leadership Succession Pools, where it’s predicted that we will internally promote 10 people each year to the role of Station Manager



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Fast Track: Future Leaders Programme

- The Future Leaders Programme (working title based on 'aspiring leaders' concept) could be an accelerated, work-based training programme, that allows those with a specific level of qualifications (tbc) and / or relevant management / leadership experience, who have demonstrated potential through a rigorous selection process, to progress to the role of Station Manager in reduced timescales
- Available to internal and external applicants, developing a cadre of officers with the skills, experience and capacity to reach senior levels
- The programme would enable individuals to determine the right career path for them, whilst giving the essential expertise to get there
- Our approach will continue to be cognisant of the NFCC programme of work around direct entry and, where appropriate, will consider whether we should adopt, adapt or reject any recommendations made

**“Consider whether there is merit in a twin-track route to promotion opportunities” -
Real World / Everyone Matters**



Future Leaders Programme at a glance

Standard entry Minimum level 2 Maths and English	Firefighter Apprenticeship	Sign off	Usual progression routes available 			
Future Leaders Programme Agree minimum level of qualifications and previous management experience	Firefighter development <i>and</i> Additional management / leadership development	Sign off – Competent Firefighter	Begin Supervisory Manager development in line with role map	Sign off – Competent Supervisory Manager	<ul style="list-style-type: none"> • Station Manager development • Job rotations • Mentor (internal / external) 	<ul style="list-style-type: none"> • Ongoing development • Career conversation <p><i>Potential to extend the programme further to take individuals to AM level</i></p>
<p>Internal candidates will join the programme at the relevant level. Applicants will be:</p> <ul style="list-style-type: none"> ✓ Selected from the Leadership Development Pool ✓ Identified as ‘High Potential’ on the succession grid ✓ Operational or support staff <p>Potential applicants will be subject to an informal interview with a member of SLT (or external resource) to help identify those with potential to join the ALP. This will be followed by a stringent and comprehensive selection process (see next slide)</p>						

Sign off points will be based on relevant and satisfactory levels of qualifications (training) and experience. See slide 21 for more details



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Future Leaders Programme

- Attributes could include (and linked to the relevant areas of the Leadership Framework)
 - Ambitious with drive and determination to take advantage of every opportunity
 - Passionate about development, constantly striving to better understand their role and the wider Service
 - Capability to bring new ways of thinking, diversity of thought and experience
 - High levels of personal integrity
 - Flexible transformational leadership skills
 - Resilience and positivity
 - Creativity and innovation
 - Political astuteness



Future Leaders: key features of our approach

Selection and assessment methods	Creating immersive development opportunities	Testing and assessment	Practical considerations
<ul style="list-style-type: none"> • Fair, transparent, balanced assessment process (possibly facilitated externally over 2 days) • Flexible, fit-for-purpose ‘best fit’, robust and transparent • Assessment principles, e.g. interview questions, model answers technical and behavioural split with examples • Senior leader panel 	<ul style="list-style-type: none"> • Identify the right mentors • ‘Real’ training scenarios (inside and outside of the OCAT) • Shadow experienced colleagues • Job rotations to learn more about ECFRS and the wider community • Use every opportunity to immerse them into real experiences • Support to study for relevant external qualifications • How could we use FSC? • Placed on the busier stations with greater opportunity to practice, develop and embed new skills 	<ul style="list-style-type: none"> • Ongoing assessments • Potential to use live scenarios for testing • Set out clear expectations of knowledge, skill and experience at each level • Provide clarity on success criteria at every level • Focus on risk critical skills and leadership behaviors <p>See next slide</p>	<ul style="list-style-type: none"> • Limited volumes per year • Labour intensive – risk / resource / cost vs reward? • Supernumary to existing headcount • Consider central line management for consistency • Identify other ways to gain experience – particularly challenging for on-call • What happens to those who don’t meet the required standards? • Salary considerations • Perception of other colleagues • Treated very differently to standard new starters (clear comms to line managers)

Do we set up a ‘Future Leaders’ task and finish group to explore this further and make recommendations?

Guiding principle: to optimise resources – by establishing make / buy / reduce methodology



Competency

It is recommended that systems and processes are put in place to assess competence and readiness ahead of any promotions, rather than using time in role as a measure.

These would fall into 2 categories: **Qualified** and **Experienced** with the exact measures agreed with the relevant areas and rep bodies.

Qualified <i>Individual has the relevant qualifications in their existing role</i>	Experienced <i>Individual has the relevant, demonstrable experience in their existing role</i>
Operational / technical skills	
Relevant qualifications Know-how / practical knowledge and ability Skills Training	Exercise assessment / on the job assessment Xx Monitoring Officer reviews Exposure and frequency – e.g. live exercise Measure: against person specification essentials
Leadership skills	
Relevant qualifications Know-how / practical knowledge and ability Skills Training	Assessment Exposure and frequency Measure: against person specification essentials

Can we adopt this approach to help us clearly determine competency?



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Governance



Governance arrangements

The following governance framework has been developed, ensuring that all activity is monitored and reviewed in line with the ECFRS and People Strategies

Level	Review period / Method	Governance / Terms of Reference
Strategic	Every 6 months <ul style="list-style-type: none"> • SLT Meeting 	SLT are responsible for: <ul style="list-style-type: none"> • Ensuring plans are on schedule • The evaluation of the effectiveness of the plans / initiatives
Operational	Quarterly <ul style="list-style-type: none"> • Workforce Plan Meeting • TAP Board* • SAS Board** Consider amalgamation of the above	Area Managers / Group Managers and equivalents are responsible for: <ul style="list-style-type: none"> • Identifying key issues and priorities, providing focus on the real resourcing risks • Weighing up alternative ways that issues could be addressed • Making decisions regarding the preferred options • Working with HR (and other areas) to implement initiatives
Tactical (day to day actions)	Monthly Group / Area Meetings	Lead People Partners to attend meetings with different areas across the Service with responsibility for: <ul style="list-style-type: none"> • Implementation of the strategic decisions • Monitoring of the local impact and effectiveness • Escalation of any outstanding issues

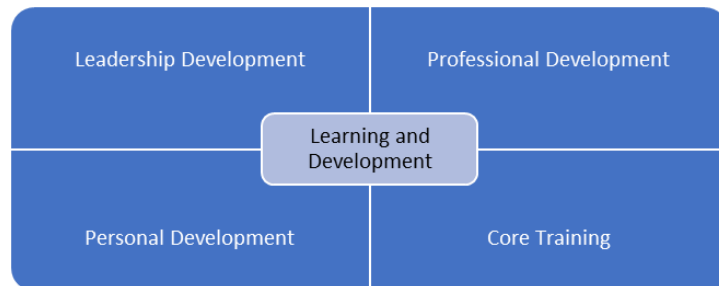
*Talent and Promotions Board

**Succession and Secondments Board



Next steps and timeline

August 2020	Launch of Leadership Succession Pool and evidence based application process Map existing Talent Pool members onto the Service Succession Plan, using consistent criteria based on development activity Agree and publish dates for next round of ADCs
September 2020	Virtual drop in clinics for line managers and individuals on writing development plans and collating evidence Set up task and finish group to look at feasibility of ALP
October 2020	Introduction of team / area Succession Plans to specific teams or job roles where data is showing a potential shortfall of resource
December 2020	Submission of applicants for the Leadership Succession Pool
January 2021	Full launch and training of Succession Planning Assessment (ADC) of applicants for the Leadership Succession Pool



Note that many of the activities that form the end to end process are already in progress:

- Secondments
- Coaching
- Development of leadership programmes
- Introduction and development of core learning pathways
- All development will link to one or more of the four pillars (see diagram)



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Decisions

- Leadership Succession Pool (slide 3)
 - Can we adopt this title rather than 'talent'?
 - Do we support an evidence based application, rather than a written submission of PQAs
 - Recommend 2 different pools – 1 for those in development (Leadership Development Pool) 1 for those ready for progression (Leadership Resource Pool)
- Do we want an alternative promotional process for On-Call to help us manage, recognise and reward our resources fairly? (slides 10-12)
- Do we want to begin to implement succession planning? (slides 13-14)
- What is SLT appetite to set up a 'Future Leaders' task and finish group to explore this further and make recommendations? (slides 16-20)
- Can we adopt a revised approach to measuring competency (qualified and experienced)? (slide 21)



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Appendix

Stages of the Leadership Succession Pool
Succession Planning



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Stage 1


Identification and application

The Self-Assessment Tool is linked to the Leadership Framework and helps to identify development areas which can be discussed during the appraisal.



The Potential – Development – Performance (PDP) Plan is available to all colleagues and is completed in conjunction with line manager, once its identified there is the potential for development and future progression.

The activities on the PDP will not only provide development and add value across the Service; they will also provide the evidence in order to apply for our Development Pools.

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Self-Assessment Tool – Leading Others

Who should complete this?

For all Supervisory Managers or employees who aspire to a role at this level. This tool is linked to the NFCC Leadership Framework, can be completed prior to your appraisal (or at any time), and will help you identify development areas which you can then discuss with your line manager and agree development actions. Even if you are not thinking about applying for the Development / Talent Pool, you may find this tool useful to reflect on areas for development and future goals. Think of it as a conversation starter.


Instructions

Please look at the statements below under each of the four Leadership headings and on the scale next to each statement, choose a rating that reflects how frequently it applies to you. As you are assessing yourself against new skills and behaviours you ~~will not be expected~~ to complete a positive outcome for each statement, what the Self-Assessment Tool does is give you an awareness of where you are currently against the NFCC Leadership Framework, which you can then discuss with your line manager.

Demonstrate Personal Impact – this is about self

This is about being a positive presence on others, having personal integrity and an ability to self-manage. The focus is on ~~self and how a manager uses leadership to create a positive, open working environment focusing on ethics and well-being while ensuring we value, respect and promote equality and diversity.~~

STATEMENT	Most of the time	Some of the time	Very little / None of the time
I take responsibility for inclusion, and encourage different points of view			
I communicate responsibly and with sensitivity and respect for others			
I encourage others to admit to and learn from their mistakes, and to celebrate their successes			
I am aware of my impact on the people around me and I always seek to improve how I work with others			
I take a proactive approach to dealing with difficult or sensitive situations, influencing others to reach an acceptable solution			
I look after the people around me and look for behaviours that show someone might be struggling, ensuring there is support available			

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Potential – Development – Performance (PDP)

Personal Details

Name	
Job Title	
Station / Department	
Manager	
Date	

Development Objective 1 – Personal Impact

What are you going to do (objective)?	
Anticipated completion date	
What evidence do you need?	
List of evidence provided (actual evidence submitted through PDP Portfolio)	

Development Objective 2 – Outstanding Leadership

What are you going to do (objective)?	
Anticipated completion date	
What evidence do you need?	
List of evidence provided (actual evidence submitted through PDP Portfolio)	



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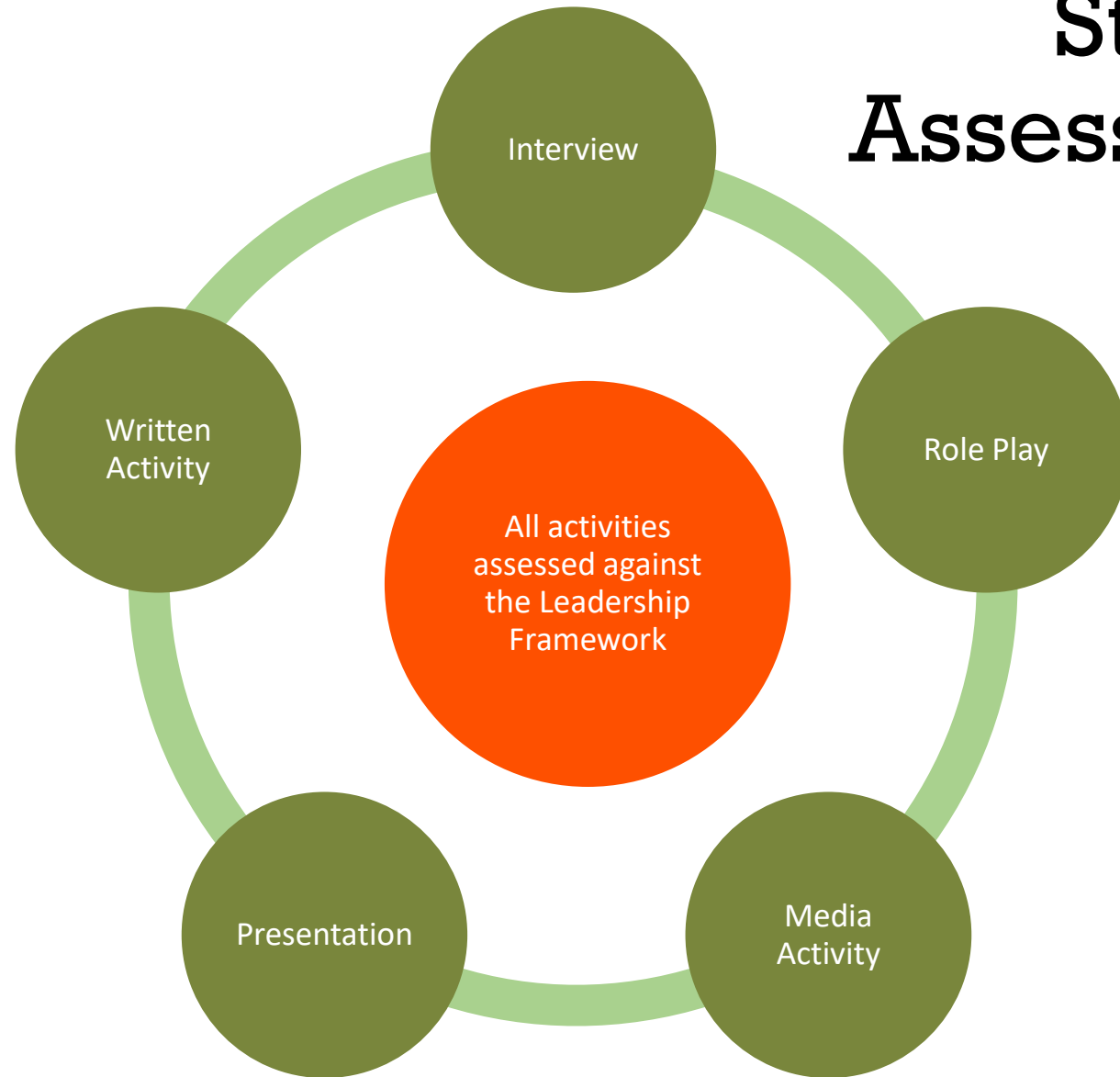
Stage 2 Assessment

Attend Assessment and Development
Centre (ADC)

Assessed by a number of different
trained assessors

Complete series of activities designed to
demonstrate competence and potential

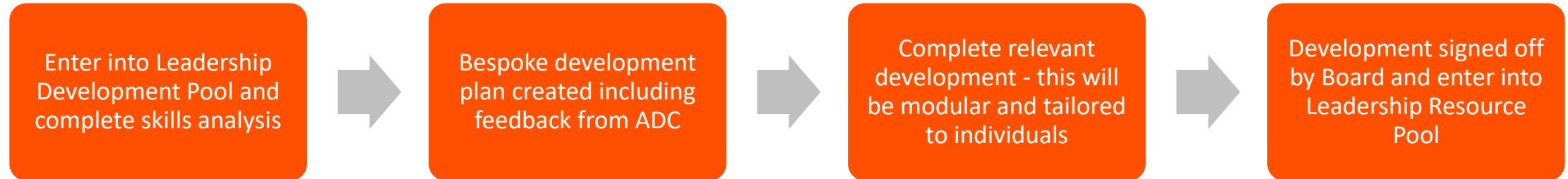
Written and verbal feedback provided to all
candidates, feeding in to a bespoke
development plan





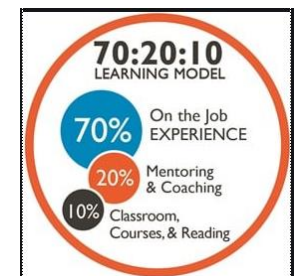
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Stage 3 Development



Wherever possible, we will work towards achieving the recognised 70:20:10 model for development:

- **70%** of knowledge from on the job learning, also described as informal or self-directed learning, e.g. job shadowing, secondments, temporary opportunities, project work
- **20%** from learning through others, e.g. coaching, mentoring, working groups, task and finish groups, 1-2-1's, 360 feedback
- **10%** from formal learning events, eg training courses

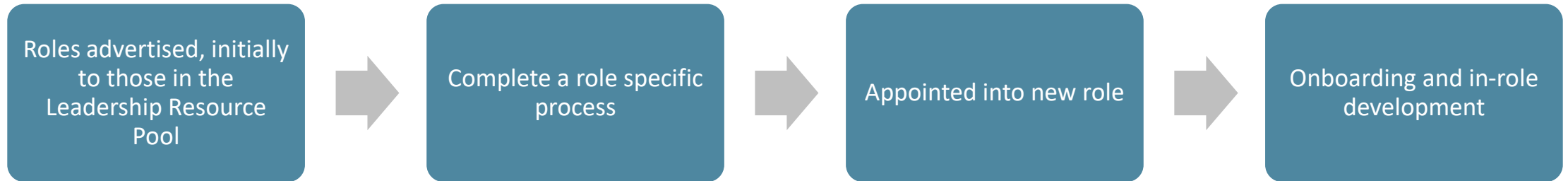




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Stage 4

Ready for role and appointment





Succession Planning

- Our workforce plan is showing us that the Service has a significant shortfall of future operational middle managers and roles at Group and Area Manager level. Succession planning will form part of the overall solution to address these gaps, along with identifying and addressing gaps with our flexi officers
- 'NFCC Succession Planning in UK FRS' will be used as the basis for our approach (see next slide) in identifying and developing those high performers who also have the attributes to be successful in more challenging or senior roles

High performance (the *what* and the *how*) + high potential = our successors

- We have defined three distinguishing attributes to help identify potential:

Ability – Do they have what it takes to be effective in a more challenging / senior role?

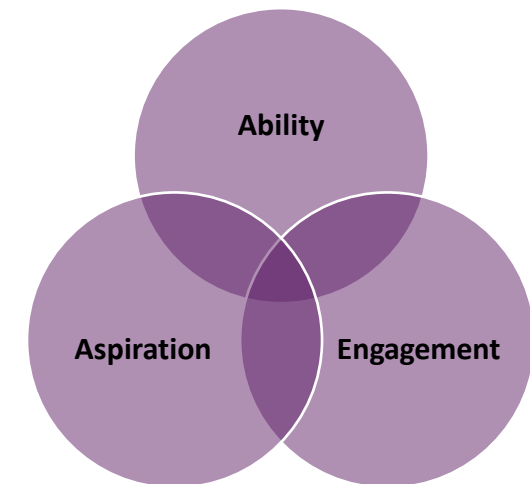
Aspiration – How much do they want and seek promotion?

Engagement – How committed are they to ECFRS?

- The appraisal will be the conduit to performance and potential conversations

“There is not a defined process for identifying high achievers” HMI 2019

“Communicate strategic workforce plans to allay fears on planned capacity issues” Real World HR / Everyone Matters 2019





Example of Succession Plan for team / area

Role	Current role holder	Likelihood of movements within 3 years R/A/G	Potential Successors			No successors identified – suggested actions
			High Potential <i>Ready now</i>	Advancing Talent <i>Available within 12 months</i>	Emerging Talent <i>Available 1-3 years</i>	
Area Manager	Xxx xx	Possibility - potential for move to another area	Xxx xxxxx	None	Xxx xxxx	
Team Leader	Xxx xxx	Due to retire Nov 20	None	None	None	Eg Work with HR to develop pipeline
Supervisory Manager	Xxx xxxx	In Leadership Development Pool	None	Xxx xxxxx	Xxx xxxx	

Red – highly likely
Amber – possibility
Green – unlikely

This approach allows us to:

- Identify future gaps and plan for addressing these
- Target development needs and succession gaps in a timely way
- Ensure each individual has a bespoke development plan so successors are 'ready now' when roles become available
- Monitor progress of individuals through succession plans

Development options could include:

- Shadowing
- Secondments
- Workshops
- Qualifications