Workforce Plan Update

January 2020

Workforce Plan Update

- Interim Report April 2020

- Full Report Autumn 2020

- Action Plan

- Update on Progress against these actions

- Achievements so far: right people and skills when we need them
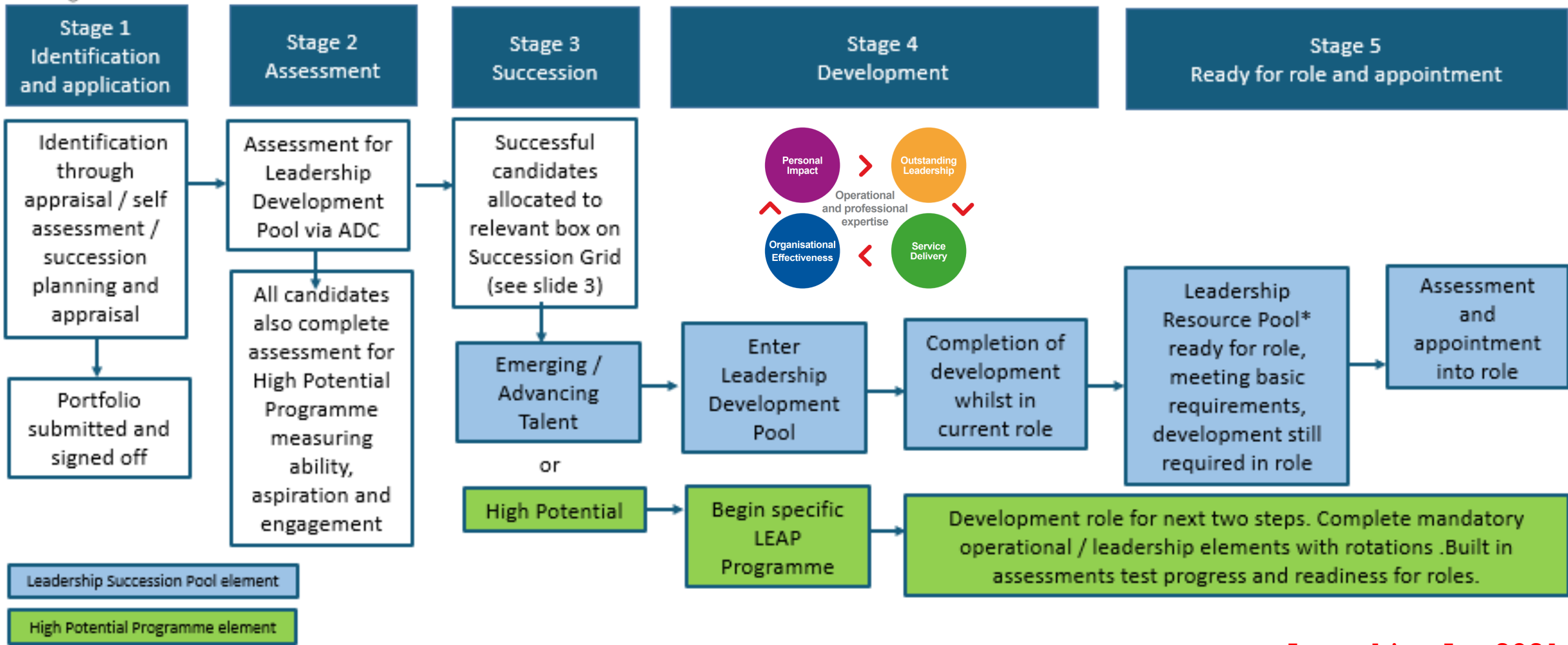
Essex County
Fire & Rescue Service

- Leadership Resourcing and Succession: building future leaders
- Governance of Leadership Resourcing and Succession Planning
- Career pathways
- Building External Resource Pipelines
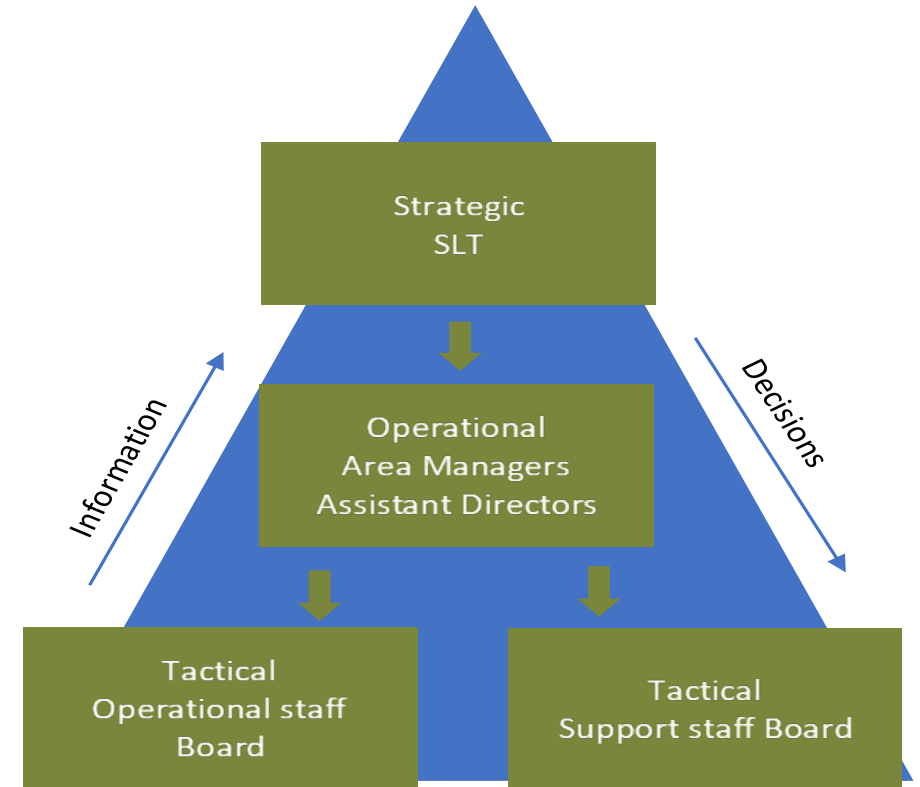- Achieving agility

Leadership Resourcing and Succession

Essex County
Fire & Rescue Service

Stage 1 Identification and application	Stage 2 Assessment	Stage 3 Succession	Stage 4 Development	Stage 5 Ready for role and appointment

Identification through appraisal / self assessment / succession planning and appraisal

Portfolio submitted and signed off

Assessment for Leadership Development Pool via ADC

All candidates also complete assessment for High Potential Programme measuring ability, aspiration and engagement

Successful candidates allocated to relevant box on Succession Grid (see slide 3)

Emerging / Advancing Talent

or

High Potential

Personal Impact

Outstanding Leadership

Operational and professional expertise

Organisational Effectiveness

Service Delivery

Enter Leadership Development Pool

Completion of development whilst in current role

Begin specific LEAP Programme

Leadership Resource Pool* ready for role, meeting basic requirements, development still required in role

Assessment and appointment into role

Development role for next two steps. Complete mandatory operational / leadership elements with rotations .Built in assessments test progress and readiness for roles.

Leadership Succession Pool element

High Potential Programme element

Launching Jan 2021

- Developed proposed approach for fast track "LEAP" - Learn, Engage, Achieve, Progress (accelerated progression)

- Transfers and Promotions Board in Operations to become part of the tactical layer of new arrangements

- Operational level of governance will be introduced as part of implementation; People Strategy Board role
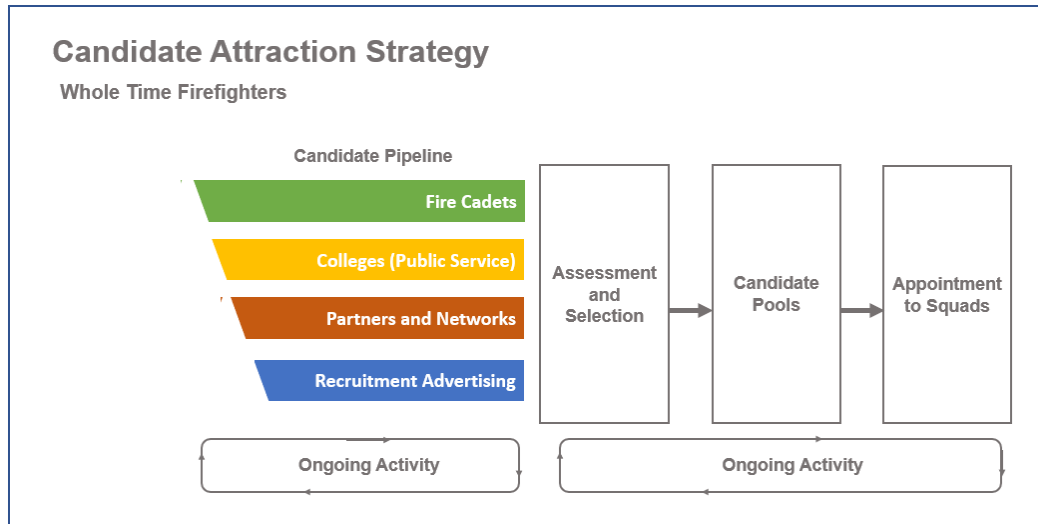
Essex County
Fire & Rescue Service

Strategic
SLT

Information

Decisions

Operational
Area Managers
Assistant Directors

Tactical
Operational staff
Board

Tactical
Support staff Board

Career pathways

- Work underway to create a 'career scaffold' across organizational boundaries to enable broadening of skills across skills sets, building capacity and capability and transferability

- Perceived barriers removed between grey and green book vacancies – focus is on the skills, knowledge and experience set out in the role person specification

- Work being led in Prevention and Protection, with solid foundation in Finance and ICT.

- Leadership Resourcing and Succession Planning approach will support the concept.

Building external pipelines

Candidate Attraction Strategy
Whole Time Firefighters

Candidate Pipeline
- Fire Cadets
- Colleges (Public Service)
- Partners and Networks
- Recruitment Advertising

Assessment and Selection → Candidate Pools → Appointment to Squads

Ongoing Activity | Ongoing Activity

- Ongoing approach, building candidate pools – whole time FFs
- Three recruitment phases planned through 2020/21
- Future applicant tracking system to include 'candidate pool facility' for potential future candidates, those who are appointable and 'alumni'.

Essex County
Fire & Rescue Service

ACHIEVING AGILITY

Essex County
Fire & Rescue Service

- On call recruitment approach to mirror WT and process streamlined to reduce time to hire by up to 50%
- Exit Survey arrangements streamlined, on-line, and to give better data returns
- Streamlined job evaluation process
- Improvements to Civica notably to remove 2 week payroll standstill and resolve outstanding training record issues
- Implemented Civica recruitment module to reduce manual effort
- Simplified and updated several employment policies including annual leave, probation, disciplinary, attendance management
- Improved resourcing decision and approval arrangements

On-call time to hire

Overview of recruitment process – as is/was…..
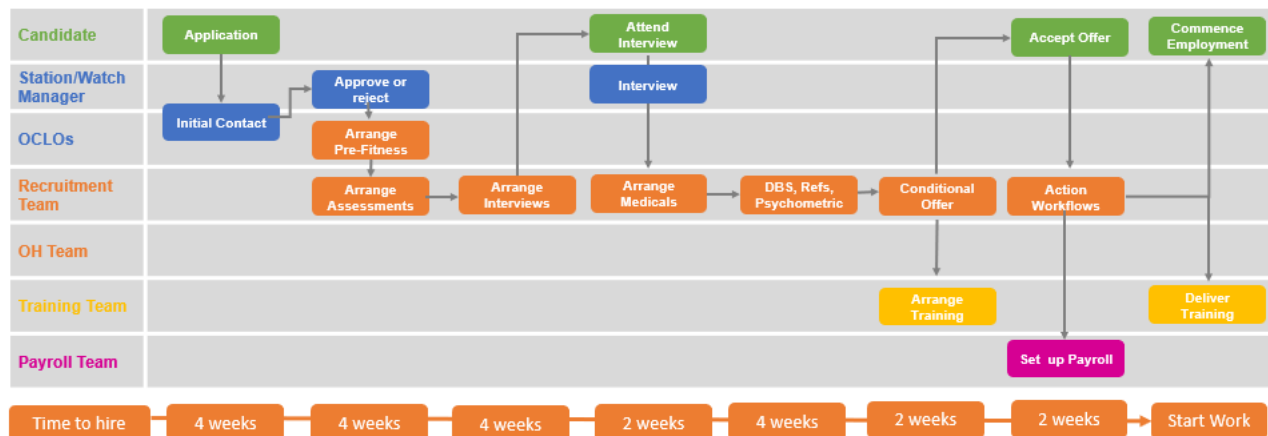
Transitioning to……
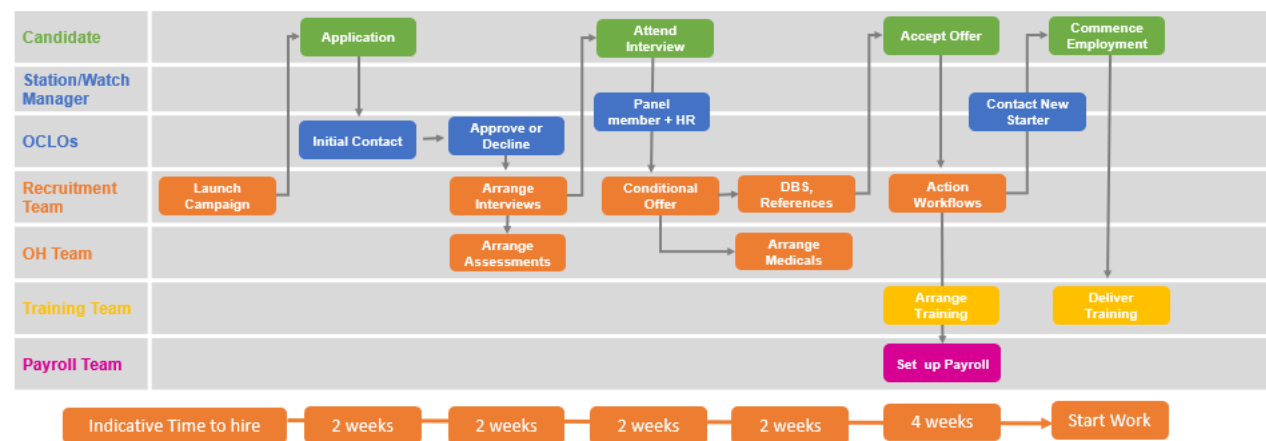
Exit Survey and Reporting

Exit Questionnaire

Your reason for leaving

Please tell us what you consider to be your main reason for leaving.

6. Please choose one of the following as your main reason for leaving

○ I am leaving to work for another Fire and Rescue S
○ I am changing roles within ECFRS (i.e. moving from
○ I am leaving to take up alternative employment
○ I am leaving due to reasons of ill health
○ I am leaving due to issues with my primary employ
○ I am leaving for personal reasons (inc work / life b

* Required

Questionnaire

Please rate each of the following statements.

7. The Service

	Strongly Disagree	Disagree	Unsure / Not Applicable	Agree	Strongly Agree
I enjoyed working for the Service	○	○	○	○	○

8. Job Description and Duties

	Strongly Disagree	Disagree	Unsure / Not Applicable	Agree	Strongly Agree

Exit Questionnaire sent to employees through MS Forms. Enabling swifter and more direct reporting and feedback opportunities.

Click to view survey:

Exit Questionnaire (office.com)

ACHIEVEMENTS TO DATE

- Continue with WT FF recruitment campaign – phase 2 and 3
- Begin to build leadership development and succession pools and implement 'LEAP' programmes to support faster development in operational leadership roles using new approach
- Submit apprenticeship programme proposals to SLT
- Implement action plan for management of working time including secondary contracts
- Complete work on allowances