Leadership Resourcing and Succession

Guidance Document

Need support? Email leadership.succession@essex-fire.gov.uk

Essex County
Fire & Rescue Service

Contents

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The Leadership Resourcing and Succession process

Introduction

Our People Strategy 2020-24 and Workforce Plan sets out our commitment to ensuring that we have the right people and skills to deliver the best service to our communities in Essex. Our approach to Leadership Resourcing and Succession will give everyone the opportunity to work towards achieving their career goals. There is a stronger link with the appraisal process, self-assessment and the development of portfolios to support the assessment and selection process. There is a clear separation between development and progression through more effective succession planning and targeted development.

The Potential Development Performance (PDP) Plan is available to all colleagues and is completed in conjunction with your line manager. Once you have both identified through your appraisal conversations that you have the potential for development and future progression. You should then complete this as part of your portfolio.

What do I need to do?

1. Complete the relevant Self-Assessment Tool and discuss areas of strength and development with your line manager.

2. Request a portfolio by emailing Mailbox – Leadership Succession. You will then be given the opportunity to be assigned a coach to help you create your PDP plan if you wish.

3. With your line manager, you should then agree 4 areas for development. 1 against each of the Leadership Framework quadrants; Personal Impact, Outstanding Leadership, Service Delivery, Organisational Effectiveness. You may wish to include 1 area of strength that you are enhancing or sharing with others

4. Your development objectives should include a combination of operational or technical skills and leadership or management skills. *Remember that this is **your** development, and **you** own your PDP Plan, but there are others there to support you.*

5. Add the objectives to your PDP Plan. (see; s*etting development objectives* for more details) This will help you plan your development, track your progress, identify any support you may require and allow you to see how well you've progressed.

6. Work towards completing your objectives and gather evidence to form a Portfolio. (see 'building your portfolio and personal statement' for more details). Use your 1-2-1s with your line manager to monitor and review your progress.

7. Once you have completed your portfolio you must hold a 3-way professional discussion with two senior colleagues – your line manager and line manager's manager. Please book this in a timely manner to ensure plenty of time for discussion and feedback.

8. Your line manager should submit your portfolio and signed off PDP Plan by submitting this MS Form where it can be assessed at the next portfolio meeting (Line Managers Portfolio Sign Off Form)

9. Your portfolio will be reviewed and verified, then you will be advised of the outcome and provided with feedback.

10. If successful, you will be entered into the Development Pool and invited to attend an induction. Alternatively, you will be provided with feedback on additional development or evidence required to resubmit your portfolio.

Step 1 Portfolio Stage – Development Pool

Complete the relevant self-assessment tool and discuss areas of strength and development with your Line Manager.

Coaching:
At this point, you will be offered a choice of coaches. Your coach will be available to support you and your Line Manager throughout your LRS journey.

Encourage a three-way development discussion with your Line Manager and their Line Manager.

Complete your portfolio of objectives and evidence and submit for assessment.

Successful?

No

If your portfolio is unsuccessful, you will receive feedback and support to update and resubmit your portfolio.

Yes

You will then progress to the **Development Pool.**

<u>Development Pool:</u>
This is where you will undergo your relevant development and access opportunities including:

- Induction and collect supporting materials
- Learning and Development courses and training
- Support completing a skills gap plan to identify development objectives
- Regular check ins with LRS and L&D teams
- Day in the life opportunities

Here, you will work towards your identified development. Once this has been signed off by two senior colleagues, you will be invited to present key elements of your portfolio and answer values-based questions, covering: Personal Impact, Outstanding Leadership, Organisational Effectiveness and Service Delivery.

Successful?

No

If you are unsuccessful, you will return to the Development Pool and identify further development needs.

Yes

Following success in your presentation and values-based questioning, you will move to the **Resource Pool.**

Step 2 Development Pool – Resource Pool

Resource Pool:
Here, you will be 'ready for role'. You will continue to access relevant development. This may include longer programs such as the Leadership Program.

- Whilst in the Resource Pool, there will also be opportunities for secondments and temporary positions.

Once in the Resource Pool, you will have the opportunity to apply for a role. The current application process for those in the Resource Pool is a role-specific process (for example, to move from FF – CM this could include a drill, ops paper and in tray exercise)

Following your interview, there are three potential outcomes:

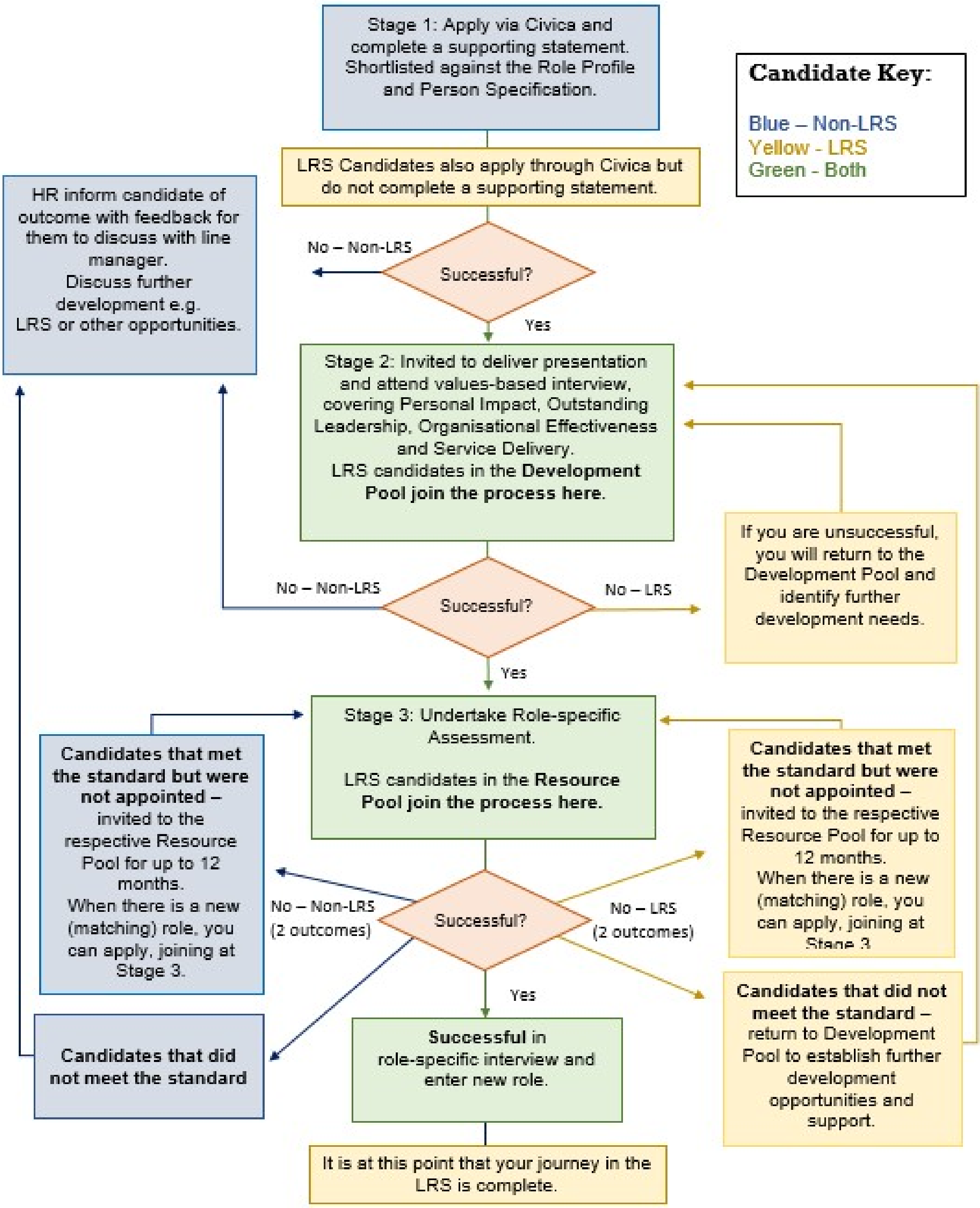
Unsuccessful candidates who did not meet the standard – look at development objectives and establish further development opportunities and support.

Unsuccessful candidates who met the standard but were not appointed – invited to the respective Resource Pool for up to 12 months. When there is a new (matching) role, you can apply. You will enter the process at role-specific interview.

Successful in role-specific interview and enter new role. It is at this point that your journey in the LRS is complete.

What does the process look like when entering the pools via a recruitment process?

From time to time, it may be a necessity for the service to recruit individuals into roles quickly. This would be carried out via a specific recruitment campaign. The following flow chart sets out how this would work alongside the LRS process.



Step 1 – Portfolio – Development Pool

Setting Development Objectives

When setting your development objectives, you should have one for each area of the NFCC Leadership Framework.

NFCC Leadership Framework and Service Values

Personal Impact

Ensuring we value, respect, and promote equality and diversity; have a positive presence on others, 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 wellbeing.

Outstanding Leadership

Building high-performing teams and developing people to their full potential; communicating with integrity, being open and honest to foster trust and building collaborative working partnership. An ambassador and role model for the fire and rescue service. The focus is on others and how a manager uses leadership to create high performance teams.

Organisational Effectiveness

Everything we do is linked to organisational plans and values, driving the mission and ensuring decisions and actions are beneficial to the customer. The focus is on the organisation and how a manager uses leadership to continuously improve, innovate and change.

Service Delivery

Delivering high quality services now and into the future; intelligent problem solving with an outcome focussed approach, continuous improvement, and value for money to our customers. The focus is on task and how a manager uses leadership to produce outcome-focussed results which meet customer needs.

Example Development Objective – Organisational Effectiveness

What are you going to do (objective)?	***Increase my knowledge of the wider organisational priorites, to ensure that my actions and objectives (and those of my team) are aligned with the overall Service priorities***
Anticipated completion date	***October***
What evidence do you need?	• ***List of documents read*** • ***List of people I have met*** • ***Examples and witness statements from those I have shared my knowledge with*** • ***Amended appraisal objectives*** • ***Presentation to my line manager and senior manager on my findings and how they have improved my performance*** • ***Other appropriate evidence, as agreed with your line manager***

List of evidence provided (actual evidence submitted through your portfolio)

1. My notes and thoughts after reading the Fire and Rescue Plan
2. My notes and thoughts after reading the IRMP
3. My notes and actions following attendance at Managers Briefing
4. Video of training session with my team on Service Priorities and how we are aligned
5. Witness statement from line manager following team meeting
6. Updated objectives on my appraisal
7. Email feedback from ACFO

What is a personal statement?

Your Personal statement is included as part of your PDP and should be completed after you have had you 3-way professional discussion. It should be anything from 250 up to a maximum of 1000 words should include why you want to enter the Development Pool. This will be read and reviewed for sign off.

How can my line manager help in the process?

Your line manager is critical in the completion of your PDP. Their support could include:

- Helping you identify development areas and areas of strength
- Supporting you with the writing of your PDP objectives
- Conducting regular 1-2-1s
- Providing meaningful and constructive feedback
- Identifying ways to meet your PDP objectives
- Observations
- Providing contacts
- Attend 3-way professional discussion
- Recommending you for training courses
- Recommending you for development opportunities

Providing time to allow you to undertake development activities

What happens when my PDP and portfolio is complete?

1. You will arrange a 3-way professional discussion with two senior colleagues – your line manager and their manager (see 'What is a 3-way professional discussion?' for more details).
2. Once completed and signed off, your line manager should submit your PDP Plan and Summary Evidence form and link to their unique candidate library on SharePoint to Mailbox – Leadership Succession.

What is a 3-way professional discussion?

Who attends?

You will attend, along with 2 senior colleagues - your line manager and their manager.

How is it arranged?

You will book a room at a mutually convenient time and location and invite the attendees. Please ensure this is arranged in a timely manner.

What is the purpose of the meeting and what should be included?

The purpose of the meeting is for you to present your evidence and demonstrate how you have met your PDP objectives. You should lead the 3-way professional discussion, using your PDP Portfolio. You should include:

- ✓ What you have learnt
- ✓ How you have achieved the objectives on your PDP
- ✓ The new practices you have implemented
- ✓ How you have you shared best practices
- ✓ Results you have achieved
- ✓ Why you think you are ready to submit your portfolio for assessment

What happens next?

If, following the meeting your 2 senior colleagues are happy to sign off your PDP plan please submit the portfolio for assessment by completing this online form Line Manager Portfolio Sign Off. They may feel that there are some additional development activities that you could undertake to fully meet your objectives. If this

Analysis

This will involve recalling important learning events during your development process and considering how these events shaped where you are now and how they were beneficial. Analysis-type questions to ask yourself:

- ✓ What were the key factors that shaped your learning?
- ✓ How has this experience changed you as an individual?
- ✓ What factors could have changed the outcome?
- ✓ What new practices have you implemented?
- ✓ What results have you achieved against your original objectives?

Insight-type questions that you may come up during your conversation:

- ✓ Why do you want to be in the development or resource Pool?
- ✓ What did you learn from key learning experiences?
- ✓ How have you grown because of these experiences?

- ✓ In what way were these types of experiences ‘game-changers’?
- ✓ Is there anything you might do differently next time?
- ✓ What were the lessons learned?

How has your development and experience started to prepare you for your next role?

Will I receive feedback?

Whatever the outcome of your portfolio, you will be provided with feedback from one of the assessors along with suggestions to help you formulate your development plan. You will be able to obtain feedback from our assessors at any point within the process so, you will always have support.

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Fire & Rescue Service

Step 2 – Development Pool to Resource Pool

Development Pool Induction

Following the successful completion of your portfolio you will move directly to the development pool where you will be invited to attend an induction. These are run monthly, and you will be encouraged to attend to discuss next steps in your development journey. Spending time in the induction you will hear about development modules available and listen to feedback of how the modules can help development. You will meet with people from LRS and L&D to complete a knowledge gap plan and discuss your specific training needs. You will be able to plan your time in the development pool and update your development plan with access to operational requirements and practical tips around presentations and interviewing skills. You can set your expectations to move to the resource pool and plan yourself milestones to help get you there.

What to expect in the Development Pool

Upon attending your development pool induction, you will be issued with all the relevant documentation to help you on your development journey. This will include

- **Reflective journal** – helps you to reflect on your experiences so far. You could reflect on the development that you've already undertaken whilst completing your portfolio.
- **Development plan template** – helps you to organise the development that has been identified to strengthen your skills
- **Personal development workbook** – guides you through your development journey with core and desirable development courses. Contains a host of different opportunities for you to consider as part of your development plan, including Leadership Essentials, Should Options and Could Options. For example, ECFRS Leadership Programme, ILM, Unconscious Bias, Disciplinary, Grievance and alternate resolution, Project Management, and Influencing Tips.

What does moving from Development to Resource Pool look like?

To move from Development to Resource pool you will be required to complete a values and leadership assessment. this will consist of a presentation about your development journey and interview questions. The assessment will be aligned to the NFCC Leadership Framework and Service Values. Upon successful completion of the assessment, you will move to the resource pool where you will continue to develop.

What does the assessment look like?

If you are successful within the Development Pool and your development plan has been signed off. You will be invited to attend a values and leadership assessment. During the assessment you will take part in an interview and presentation representative of the target management level.

Why is an assessment necessary?

An interview alone does not provide sufficient opportunities for candidates to demonstrate their full range of abilities and potential. Using additional selection methods can help identify the best candidate for the job because:

- They enable assessors to assess existing performance and predict future performance
- Using a range of objective methods to test the role/level of role requirements can help to reduce any subjectivity in selection
- Skills, knowledge, capabilities, and behaviours can be difficult to test in an interview alone
- Some candidates may either be generally good or bad at interviews. Someone who gets nervous in interviews might be an excellent candidate.

What is values based recruitment?

What are values?

Values are the things that matter to us: our judgments of what is important in life, as a result, they can mean different things to different people, although organisational values describe the culture of an organisation.
Our service values are:

- We are open, honest and trustworthy
- We value the contribution of all
- We work as one team
- We are professional
- We are courageous in everything we do

The NFCC Leadership Framework

The Leadership framework replaces the Personal Qualities and Attributes (PQAs), making them simpler and provides a consistent approach to leadership and development for all staff irrespective of discipline role or function. The framework brings together the 'what and the how'. Combining traditional operational and professional competence with behavioural expectations. The framework details a set of behaviours and sets out, the career planning process to support individuals who are looking to develop their career with the service. These behaviours along with our service values will form the basis of the assessment.

What is values-based interviewing?

You may be used to a traditional competency-based interview, in which you are asked questions related to your work-based skills. With value based questions you will have to talk about a time when you displayed the value or behaviour, and what the outcome of this situation was. It will be useful to think about a time when you may have displayed the value for which you are being asked. The outcome of the situation is the focus here; you should spend most of your time discussing the learning or changes you took rather than just description of what happened. After the initial question asking you about a time when you displayed a behaviour or value, you may be asked a series of further questions which are designed to elicit evidence in relation to learning and reflection. You will be required to give examples and describe evidence of past behaviour, which will give your interviewer insight into how you are likely to behave in the future and if this is in-line with the Service values and behaviours. You should also think of your behaviour and how you come across in an interview situation, and if you are reflecting our values in the way you present yourself. A good technique for answering questions in an interview is the SARR technique (Situation, Action, Result, Reflection). Click here to find out more.

How do I prepare for the assessment?

It is important that participants make the most of the opportunity to fully demonstrate their skills and abilities. You will be expected to clearly demonstrate the actions, steps and recommendations you would take, ensuring the information is clear and unambiguous for assessors to assess and score accordingly. Participants should have a good working knowledge of our service values, behaviours outlined in NFCC Leadership Framework and understand how these transfer to everyday working practice. It's not enough that you know our values, you need to demonstrate your own qualities and attributes within the context of the exercises. If you attempt to play the part, or pre-empt what the assessors are looking for, it may be detrimental to you demonstrating your actual potential. The best thing to do is relax and enjoy the assessment. Do the best you can and if you are not successful, the feedback you get will help you prepare for next time.

Disability confident

We are proud to be a Disability Confident employer. The Disability Confident scheme helps employers make the most of the opportunities provided by employing disabled people. We ask you at the start of the process whether you have any disabilities or long-term health conditions so we can make any reasonable adjustments to support you to achieve your full potential. Disclosure of any condition is entirely voluntary.

I think I may be dyslexic; what support is available?

If you are dyslexic, we can adjust the process to reduce any potential disadvantage this may cause such as providing additional time for written tests. We can screen you to determine the likelihood of you being dyslexic. In some cases, we can have you assessed for dyslexia by an occupational psychologist who specialises in this field.

Do I need to disclose my disability?

No, we ask you so that we can support you to achieve your full potential – it is entirely voluntary.

What do you mean by 'reasonable adjustments?

Reasonable adjustments are changes that are made to a provision, process or criterion or the physical environment to minimise any substantial disadvantage that may arise from an individual's disability or long-term health condition. As an employer, we have a duty to minimise substantial disadvantage in any selection process such as recruitment or promotion. For example, this can include holding interviews in a ground floor room close to an accessible entrance for someone with mobility needs or providing extra time in written tests for someone with a learning difficulty. The Reasonable Adjustment Duty is part of the Equality Act 2010.

What is the benefit of disclosing that I have a disability?

By disclosing that you have a disability or long-term health condition, you enable us to ensure that your individual needs are considered throughout the process. We can then determine any potential disadvantage that you may encounter and ensure that it is minimised so that you can reach your full potential throughout the process. If you have any further questions or require assistance, please contact our Inclusion and Diversity Lead or the Talent Team.

Quality Assurance

The quality of the assessment is judged against the appropriate policies, procedures and standards issued our Service, and in accordance with guidance issued by other relevant bodies such as the British Psychological Society

Appendix 1:

Leadership Resourcing and Succession

Building your Portfolio and Personal Statement

Introduction

This guidance will help you build the Portfolio of Evidence ready for you to submit it as part of your Potential Development Performance (PDP) Plan. It will help you work out what to put in your Portfolio and how to organise the evidence. The guidance will also help you organise your PDP plan, and outline what is required for your Personal Statement, which must be included with your Portfolio. Please also refer to PDP Guidance.

What's included?

- Evidence e.g. Certificates of training, documentation of 1-2-1, reports, examples of project work
- Completed PDP Evidence Sheets (including your Reflective Statement, one per objective)
- Signed off PDP Plan (including your Personal Statement)

Responsibilities in building a portfolio of evidence

The service & line manager

- Create opportunities that allow you to generate evidence that demonstrates you have developed in the areas identified in your PDP Plan

Line Manager

- Will review your progress, decide when you are ready to submit your portfolio of evidence and will attend your 3-way professional discussion.

Leadership Succession Team

- Provides clear guidance and support to let you know what is required.

Service Assessors

- your portfolio of evidence will be reviewed and varified bt an independant team of two assessors from the service assessor pool

You

- Generate and select the evidence for your portfolio against your PDP objectives and prepare your portfolio, include your PDP evidence sheets and produce a personal Statement.
- Organise your portfolio into four folders (personal impact, outstanding leadership, organisational effectiveness and service delivery). This will help the assessors to know what evidence belongs to which objective.

What is a PDP Portfolio and how do I collate it?

A PDP Portfolio is the way you record evidence against your development objectives and should showcase your achievements. It consists of a collection of different items of evidence, demonstrating that you have achieved your PDP objectives. You will be provided with a link to a unique candidate library on SharePoint where you will be able to upload your evidence of progress towards your objectives. This will only be accessed by yourself, your line manager and those reviewing your portfolio once it is completed.

How do I request a portfolio?

Once you have had your appraisal and agreement from your line manager, request a SharePoint portfolio link by emailing Mailbox – Leadership Succession copying in your line manager so that we can give them access to your portfolio to help you through the process.

What should be included in my portfolio?

- Copy of completed and signed off PDP Plan
- PDP Evidence Form (one for each of the objectives)
- Copies of any relevant evidence to support completion of your objective
- Personal statement on what you have learnt

What should I put in my portfolio?

Your Portfolio will:

- Demonstrate your learning skills and development journey giving evidence on how you achieved your objectives in your PDP Plan
- Show you applying your learning and skills and best practice
- Contain a substantial collection of different items of evidence that you have completed, showcasing your achievements. These will need to be suitably anonymised if details are of a sensitive nature.

Evidence

A portfolio of evidence is a repository for the work that demonstrates that you have met the objectives of your PDP Plan. So, the portfolio of evidence contains the proof that you have attained and can apply, the knowledge, skills and behaviours defined in objectives and areas of development in your PDP Plan. Evidence is used to support your progress towards your objectives on your PDP. Evidence should be:

Valid	It relates to the objective and development area you are trying to achieve. The evidence presented should be an appropriate way of demonstrating the abilities you want to show. It relates directly to the objectives in your PDP Plan
Authentic	The evidence was produced by you. Evidence provided must be your own work. When you provide a personal statement as evidence of an achievement, you will need to have your manager/supervisor sign it as an accurate reflection of events. Where workplace evidence is used in your portfolio of evidence, this must be your own work.
Sufficient	The portfolio of evidence collated demonstrates sufficiently achievement of the objectives. You need to have enough of the right kind of evidence in your Portfolio and it needs to reflect the appropriate level to which you wish to apply e.g. supervisory / middle / strategic manager.
Current	The evidence should be recent enough to be considered current and within the time of the PDP Plan.

Examples of evidence (this list is not exhaustive):

- Observations of presentations / training / drills
- Observations or testimonies of those who have been coached
- Testimonials, observations, witness testimonies following involvement in community events or open days
- Certificates of training completed
- Documentary evidence of 1-2-1s during this period

- Confirmation of attendance on training events and how learning has been implemented and / or shared
- Evidence of how you have shared your learning / knowledge with others
- Evidence of innovation / best practice implemented along with the results
- Reflective logs demonstrating how you have influenced changes as a result of your development

Format of evidence

- Written testimnials / observations / witness statements
- Video footage
- Audio recording
- Reports produced
- Examples of project work
- Assignments completed

Who can provide evidence?

- Your line manager
- Senior colleague
- Subject matter expert
- Member of the public
- Any other relevant person
- Project lead
- Workstream lead
- Incident Commander

Top tips

✓ Present evidence in a professional format
✓ Avoid duplication of evidence
✓ Provide a range of different evidence, where possible, against each objective
✓ Its about the quality not quantity of the evidence, however, you must provide enough evidence to sufficiently demonstrate that you have achieved your PDP objectives
✓ One source of evidence may not be sufficiently robust on its own but may become so when complemented by others

There are two types of evidence

Types of primary evidence to consider using to demonstrate your objectives:

- Certificates of training completed
- Observations/Presentations/Training/Drills
- Documentary evidence of 1-2-1s during this period
- Your contributions to wider teamwork, including sharing learning and knowledge with others
- Evidence of innovation/best practice implemented along with evidence of results

Types of secondary evidence to consider using to demonstrate your abilities:

Witness testimony is a useful way to authenticate work as your own and to provide evidence that is difficult to capture in a physical form. For example, some performance of tasks outside of your usual work environment.

Witness testimony acts as:

- A way of supporting something you have done, but cannot evidence
- Evidence for something important, but not central to your objectives in your PDP Plan
- A supplement to other evidence of the same knowledge, skills and behaviours, i.e. here is the evidence and here is a witness testimony saying that I also did the same thing at another time
- Witness testimony from your manager/supervisor
- Other independent testimony can be used to support your performance in delivering your development objectives or improving your skills and knowledge

Completing the PDP Evidence Form

As part of your PDP Plan, you will be required to complete a PDP Evidence Form for each objective. The key areas are:

- Objective on PDP Plan
- Activity undertaken to meet objective
- Evidence provided in support of objective
- Line Manager / witness testimony
- Reflective statement on what you have learnt and how this has been shared

What types of evidence can I use?

- Written testimonials/observations/witness statements
- Video footage
- Audio recording
- Reports produced
- Examples of project work
- Assessments completed

Who can provide evidence?

- Your line manager
- Senior colleague
- Subject matter expert
- Member of the public
- Project lead

What is a reflective statement?

The reflective statement is a piece of evidence allowing you to look back on what you have learned and done and to share your thoughts. It will involve honesty, critical analysis of your performance and a chance to demonstrate integrity.

What is your personal statement?

What is it designed to do?

It is designed to show you can honestly appraise your performance and look at the impact the whole experience has had on you. This will be a written statement that will be made up of your own reflections on what you have done, how you did it, what you would have done differently and what you have learned throughout your development. It is important to reflect on your learning and tell the assessors how you put what you have learnt into practice. It needs to be anything from 250 up to a maximum of 1000 words.

Getting started on your personal statement

The following questions and tips will help get you started:

- What was your starting point at the beginning of the process?
- What learning took place and were there opportunities to work in other areas of the Service?
- What were your objectives and how did you achieve them?
- New practices you have implemented
- How did you share best practice?
- Why you want to be in the Development / Resource Pool
- What went well
- What would you do differently next time (what lessons were learned)?
- What did you learn that surprised you?
- Remember the need for confidentiality of information. You need to make sure any evidence collected and anything you have referenced in your Personal Statement has been suitably anonymised.

Then you could move on to:

- What challenged you?
- How did you meet the challenge?

- What would you do differently if you have a chance to do this project again? Why?
- What have you discovered about yourself through this development?

Here's a checklist for your personal statement. Make sure:

- ✓ It is written in as a clear and concise a way and that it is understandable to the reader
- ✓ It is filled with factual knowledge, as well as your personal opinion
- ✓ It lacks bias
- ✓ It contains insights into your learning

Regular progress reviews

You will have regular progress reviews with your line manager. The purpose of the reviews is to discuss your progress and how well you are doing during the ongoing completion of your objectives on your PDP Plan. Your portfolio evidence form will be a useful focus for the reviews, and you should keep them up to date and containing sufficient detail to help you have meaningful discussions during your progress reviews.

Appendix 2:

Leadership Resourcing and Succession FAQs

What is the difference between the old Talent Pool process and the new Leadership and Succession arrangements?

The old *Talent Pool* process has provided an excellent framework for three years, where we have been able to identify potential managers and leaders. The new arrangements build on our learning and the valuable feedback we have received from colleagues, making a clear distinction between the development and succession pools and strengthen the governance around assessment and succession. We are also adopting and adapting core elements the NFCC's leadership framework.

What is the difference between the development pool and the resource pool?

The purpose of the development pool is to enable individuals to focus on the areas for consideration, build on strengths, take opportunities to learn new things on and off the job and get ready for the next career move. The resource pool is for those that have been assessed as 'ready now' for the next career move; and who will be considered alongside other suitable candidates as opportunities arise. To move from the development pool to resource pool you must pass your final assessment after your development has taken place.

What happens when I am in the Development Pool?

You will undertake/follow a learning pathway. You will be guided in completing a relevant Development Plan by completing a skills gap analysis and coaching to set meaningful development objectives. Whilst in the development pool, you will also have access to personalised development. This is where you will gain the skills and knowledge to enable you to enter the resource pool.

I don't know where to start

Consider what is important to you in your life and career and whether the Leadership and Resourcing Succession could help you achieve your goals.

Visit our intranet site and speak to your line manager. Remember that the People Business Partners and LRS team are also here and available to support you and answer any questions.

You can also email the Learning and Development team to help you to be assigned a coach. This can help with setting goals for you career aspirations and decide if the LRS is for you or not.

No-one has approached me to apply

Please don't feel that you have to wait for someone to approach you. Have a look at the support materials, complete the self-assessment tool and then talk to your line manager. It could be the start of an exciting new chapter in your career!

What opportunities for progression are there?

There are many different opportunities across the Service. As part of your development, you could get involved in projects through a range of 'task and finish groups', lead employee engagement forums, undertake short and medium term development secondments and broaden your skills and experience to help you prepare for the next steps in your career. You could also arrange to job shadow and meet colleagues from other departments to find out more. Speak to your manager about your aspirations and how you could prepare and get in the best place to progress in the service.

It's not for people like me

Our Leadership Resourcing and Succession approach is for everyone who is committed to develop, improve and progress – and that includes you.

My line manager won't support me

We are offering support and training for line managers to help them to support your development. The new approach means that even if you and your line manager agree that you are not ready for the next career step yet, you can work towards it through your PDP plan or your development plan. Speak to your manager about your development needs, what you need to consider and talk about the support that the Service could give to help you achieve your goals. You can raise this at your 121s and/or at your appraisal and agree a development plan which could include activities you can undertake to help address your development needs.

I haven't got the qualification for the role I want

Leadership Resourcing and Succession is about spotting and maximising your potential. We don't expect you to have everything that you would need for a future role, but we will provide that support and development when you are in the Development Pool via the learning pathways.

I'm not very good at interviews and I'm worried I will fail

You will undertake a number of activities that allow you to demonstrate your skills, not just talk about them. Before attending any assessments, you will be guided through the Development Pool process where you will be able to address any gaps in your skills and prepare for an assessment if necessary.

We will provide materials and other resources to support you to enable you to perform at your absolute best. Why not speak to one of your colleagues who has been through the process to get some tips.

There are no jobs for green book colleagues

We want to create an environment which encourages development and progression at all levels and across all employee groups. This will help us to nurture skills and capabilities across our Service, so that we can succession plan, making sure that we have the right people and skills in place when we need them.

The role of a middle manager looks too stressful

Why not speak to a manager you know and respect and find out more about their role and what they most enjoy about it. You can also have a look at our middle manager case studies here (add link).

How long will I be a part of the leadership resourcing and succession approach?

There is no specific time limit to being in either the Development or Resource Pool. If, after 18 months you still have not secured a suitable vacancy you will have a review meeting to ensure you are continuing to develop and identify any support you may need. Refer to flow chart in Step 2.

What coaching or mentoring is available to me?

Coaching addresses immediate or short-term work challenges and is likely to be driven by work-based objectives. A Coach will help you discover your own resolution to problems. When applying for a portfolio in the LRS, you will be automatically offered a coach to help you to set goals for your portfolio and development plans.

Mentoring takes a long-term view of your professional or career development and is likely to be driven by personal goals. A Mentor will pass on wisdom and experience. For more information, refer to the Coaching and Mentoring Website (add link to current intranet page)

Will I be paid for my travel expenses?

Travel expenses can be claimed if you are attending Development sessions when you are in the Development Pool. Travel expenses cannot be claimed if you are attending an assessment.

As a member of on call, what should I expect?

We recognise that you have other work commitments. Therefore, we would take a more localised approach which is proportionate to your role with us. The approach will still be consistent and aligned with the new process. In the meantime, use the self-assessment tool and think about some areas for development.

What do the development and resource pool look like if I enter via a recruitment process?

A recruitment process will decide which pool is best for you and your progress so far. If you met the required standard but were not appointed, you'll be placed in the resource pool and offered guidance and support your development further. If you have additional development needs to be addressed before you are 'ready for role' then you will be placed in the development pool. To see the process in more detail, please review the flow chart on page 8.

Where can I get my development plan and what should it look like?

Your development plan when in the development pool will contain a mixture of development objectives from soft skills to operational. Some of these objectives will be identified by completing a skills gap analysis or your induction to the development pool. Objectives can also be identified by a line manager, coach, or mentor. Please see our Development Plan Template to find out what it should look like.

How should I structure my portfolio?

Begin by creating four folders: 4 folders within your SharePoint folder to organise your evidence and evidence forms:

- Personal impact
- Outstanding leadership
- Organisational effectiveness
- Service delivery

You should include:

- Your PDP Plan
- 4 X Evidence Sheets (1 per objective)
- Any supporting evidence