Essex County Fire & Rescue Service

ONE TO ONE 1:1 & DEVELOPMENT

Development Workbook

Name:	
Area:	

Contents

This Development Workbook explains the process of development within ECFRS. It gives the key stages of the development process and provides information and considerations.

1. Owning your development

Development is your own personal journey that is unique to YOU.

The most qualified, equipped and motivated person to manage your career is YOU!

You are the best person to determine your strengths, preferences and aspirations and to build a plan to work towards achieving your goals.

Understanding yourself and reviewing your self-awareness is another useful step.

Self-awareness is one of the attributes of Emotional Intelligence and an important factor in achieving success

Having agreed meetings with your Line Manager to support the process and initially discuss steps to help you develop.
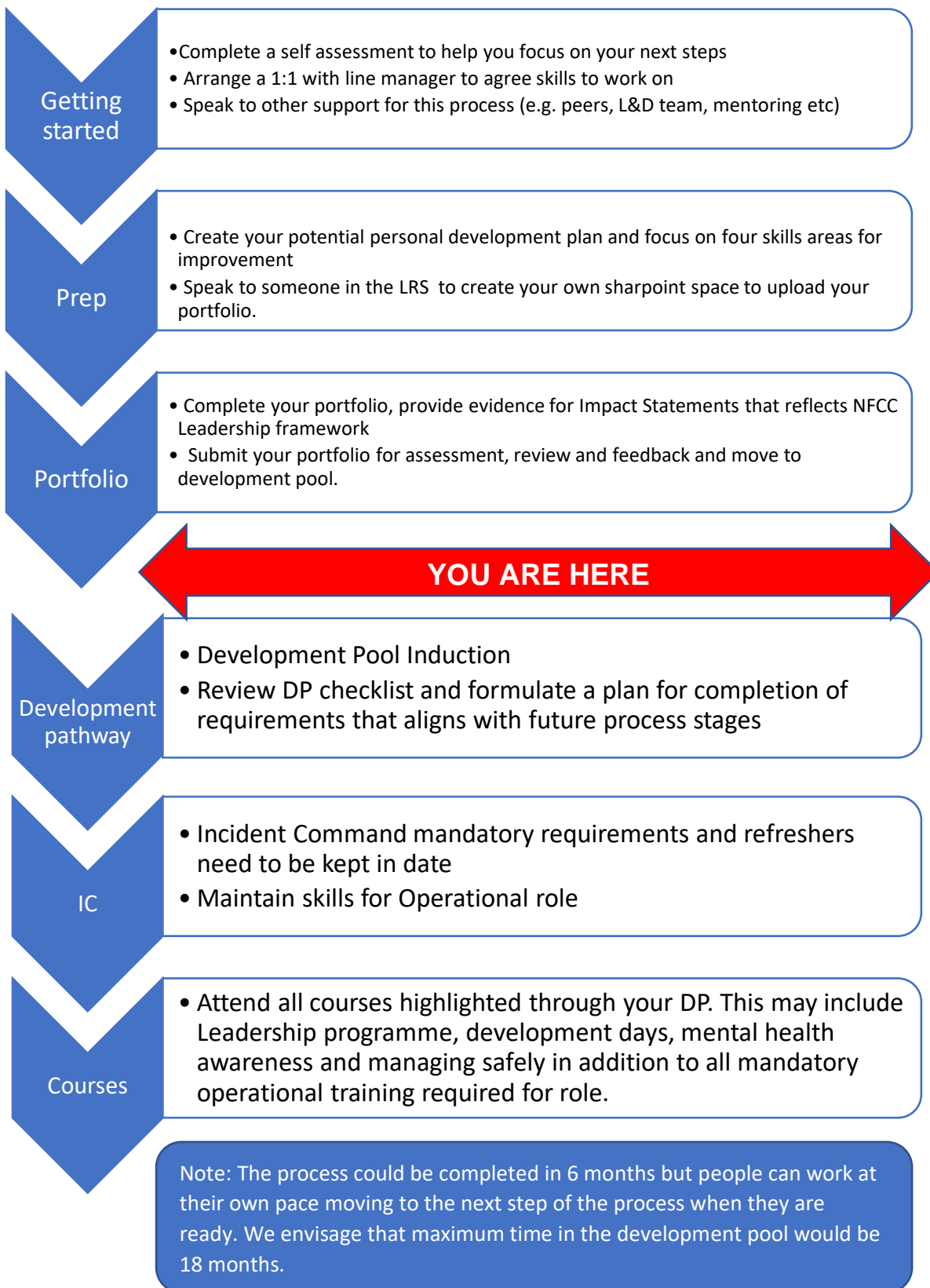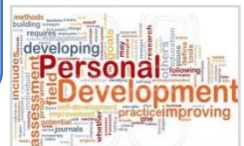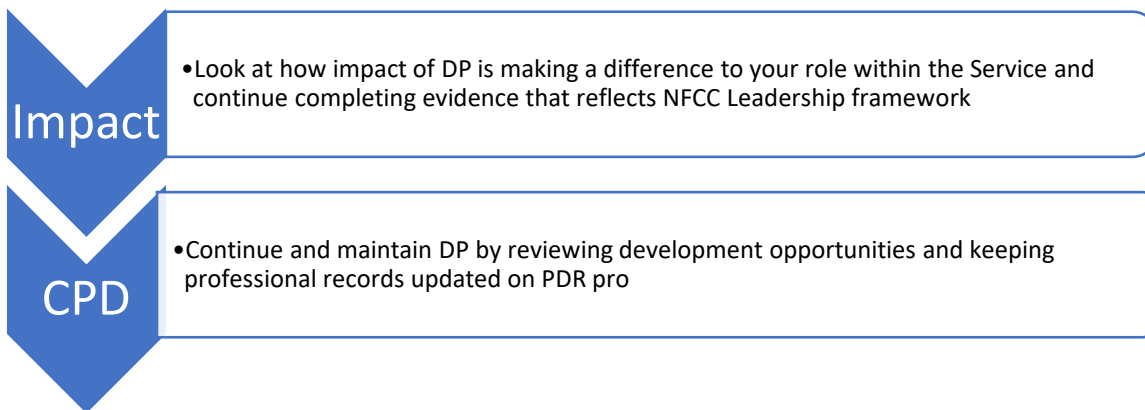
ECFRS is committed to supporting the development and progression of all staff and ensuring a fair and consistent approach to performance and promotion.

The LRS offers a clear pathway to access your Development Pathway and create a development plan.

Additional support from the LRS & L&D Teams, Coaches, Mentors.

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2. Flowchart

Getting started
- Complete a self assessment to help you focus on your next steps
- Arrange a 1:1 with line manager to agree skills to work on
- Speak to other support for this process (e.g. peers, L&D team, mentoring etc)

Prep
- Create your potential personal development plan and focus on four skills areas for improvement
- Speak to someone in the LRS to create your own sharpoint space to upload your portfolio.

Portfolio
- Complete your portfolio, provide evidence for Impact Statements that reflects NFCC Leadership framework
- Submit your portfolio for assessment, review and feedback and move to development pool.

YOU ARE HERE

Development pathway
- Development Pool Induction
- Review DP checklist and formulate a plan for completion of requirements that aligns with future process stages

IC
- Incident Command mandatory requirements and refreshers need to be kept in date
- Maintain skills for Operational role

Courses
- Attend all courses highlighted through your DP. This may include Leadership programme, development days, mental health awareness and managing safely in addition to all mandatory operational training required for role.

Note: The process could be completed in 6 months but people can work at their own pace moving to the next step of the process when they are ready. We envisage that maximum time in the development pool would be 18 months.

Impact
- Look at how impact of DP is making a difference to your role within the Service and continue completing evidence that reflects NFCC Leadership framework

CPD
- Continue and maintain DP by reviewing development opportunities and keeping professional records updated on PDR pro

3. Your Development Tool Kit

Development is your own personal journey that is unique to you. There is a lot of support including your Line Manager who will be able to agree the next best steps.

Core Learning Pathways information can be found on the intranet. The benefit of this development is to reflect on what you have achieved and review the changes & differences it is making. Core Learning Pathways (msappproxy.net)

Any goals or objectives need to be S.M.A.R.T. (SPECIFIC, MEASURABLE, ACTION-FOCUSED , REALISTIC & TIMED). Setting Objectives (msappproxy.net)

TLQ 360 Feedback

Insights Profiling

Gallup Strengths

Solution Focus Thinking

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4. Development Pathway Learning

Learner's name (in capitals)			
Service number		Station/Watch	
Start date on Workbook			

1. I am aware that role maps underpin my job description	☐

2. Mentor/Buddy/Coach arranged:		☐	Name:		Date:

3. I understand that I am responsible for my own development, and:	
• My line manager has responsibility to monitor completion of development pathway activities	☐
• I will be required to complete e-learning modules and evidence will be uploaded against my portfolio/PDR pro	☐
• My progress will be reviewed at my 1:1 Reviews and that I should use this data and the Development Plans as part of this process.	☐
• LRS & LD are committed to check in regularly with you and offer support throughout the process	☐

4 I understand that special arrangements for learning and assessment can be made and that such requests will respect my dignity. I am aware that it is my responsibility to request further support	☐

Signing below confirms that I will participate in the pathway, have discussed the expected timescales for completion, my responsibilities and entitlements, and I am aware of the support available to me.
Signed and dated by the Learner:
Signed and dated by the Line Manager:
This form to be sent to the L&D Team session and uploaded against your training record

5. Role Maps

Job descriptions exist for all roles and for uniformed staff these are in line with the national role maps circulated by the NJC (National Joint Council) and define the job/role requirements of individuals. They give a clear indication of what is expected and should be used to determine how well an individual is performing at work. By looking at what an individual should be doing and what/how they are doing, recognition can be given for good performance, or support and development offered if gaps are identified.

Crew Manager Role map (National document)

Ref	Title
FF1	Inform and educate your community to improve awareness of safety matters
FF8	Contribute to fire safety solutions to minimise risks to your community
WM1	Lead the work of teams and individuals to achieve their objectives
WM2	Maintain activities to meet requirements (MCI A1)
WM4	Take responsibility for effective performance
WM5	Support the development of teams and individuals
WM6	Investigate and report on events to inform future practice
WM7	Lead and support people to resolve operational incidents

Additional FF required as part of the role but not on the National document CM role map

Ref	Title
FF3	Save and preserve endangered life
FF5	Protect the environment from the effects of hazardous materials

Watch Manager Rolemap

Ref	Title
WM1	Lead the work of teams and individuals to achieve their objectives
WM2	Maintain activities to meet requirements
WM3	Manage information for action
WM4	Take responsibility for effective performance
WM5	Support the development of teams and individuals
WM6	Investigate and report on events to inform future practice
WM7	Lead and support people to resolve operational incidents
WM9	Support the efficient use of resources

| WM10 | Acquire, store and issue resources to provide service |
| WM11 | Respond to poor performance in your team |

Firefighter (Control) Rolemap

Ref	Title
CO1	Maintain information on EFS operational resources
CO2	Take responsibility for effective performance
CO3	Co-ordinate response to assist with resolution of event
CO4	Maintain reliability and readiness of control operations equipment
CO5	Manage information to support the needs of your community
CO6	Support the development of colleagues in the workplace
CO7	Drive, manoeuvre and redeploy fire service vehicles
CO8	Maintain and use databases

Crew Manager (Control) Rolemap

Ref	Title
WM1	Lead the work of teams and individuals to achieve their objectives
WM2	Maintain activities to meet requirements
WM3	Manage information for action
WM4	Take responsibility for effective performance
WM5	Support the development of teams and individuals
WM6	Investigate and report on events to inform future practice

Watch Manager (Control) Rolemap

Ref	Title
WM1	Lead the work of teams and individuals to achieve their objectives
WM2	Maintain activities to meet requirements
WM3	Manage information for action
WM4	Take responsibility for effective performance
WM5	Support the development of teams and individuals
WM6	Investigate and report on events to inform future practice
WM8	Lead and support control operations to resolve operational events
WM9	Support the efficient use of resources
WM10	Acquire, store and issue resources to provide service delivery
WM11	Respond to poor performance in your team

Station Manager / Station Manager (Control) Rolemap

Ref	Title
EFSM2	Lead, monitor and support people to resolve operational incidents
EFSM3	Determine solutions to hazards and risks identified through inspection and investigation
EFSM10	Plan and implement activities to meet service delivery needs
EFSM12	Manage the effective use of resources
EFSM13	Select required personnel
EFSM14	Manage the performance of teams and individuals to achieve objectives
EFSM15	Develop teams and individuals to enhance workplace performance
EFSM16	Manage yourself to achieve work objectives
EFSM21	Provide information to support decision making

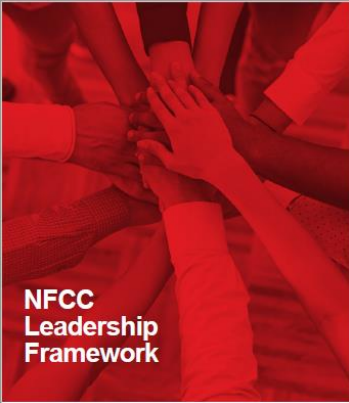# Group Manager/ Group Manager (Control) Rolemap

Ref	Title
EFSM2	Lead, monitor and support people to resolve operational incidents
EFSM6	Implement organisational strategy
EFSM9	Implement and manage change in organisational activities
EFSM10	Plan and implement activities to meet service delivery needs
EFSM11	Determine effective use of physical and financial resources
EFSM13	Select required personnel
EFSM14	Manage the performance of teams and individuals to achieve objectives
EFSM15	Develop teams and individuals to enhance workbased performance
EFSM16	Manage yourself to achieve work objectives
Optional	
EFSM17	Advise on development and implementation of quality policies
EFSM18	Implement quality assurance systems
EFSM19	Monitor compliance with quality systems
EFSM22	Develop information systems to support service delivery objectives
EFSM23	Agree project plan to meet specified objectives
EFSM24	Co-ordinate projects to achieve objectives

Area Manager Role

Ref	Title
EFSM2	Lead, monitor and support people to resolve operational incidents
EFSM5	Plan implementation of organisational strategy to meet objectives
EFSM6	Implement organisational strategy
EFSM8	Lead organisational strategy through effective decision making
EFSM9	Implement and manage change in organisational activities
EFSM11	Determine effective use of physical and financial resources
EFSM13	Select required personnel
EFSM14	Manage the performance of teams and individuals to achieve objectives
EFSM15	Develop teams and individuals to enhance work based performance
EFSM16	Manage yourself to achieve work objectives
EFSM20	Exchange information to ensure effective service delivery
Optional	
EFSM17	Advise on development and implementation of quality policies
EFSM18	Implement quality assurance systems
EFSM19	Monitor compliance with quality systems
EFSM22	Develop information systems to support service delivery objectives
EFSM23	Agree project plan to meet specified objectives
EFSM25	Manage project to meet objectives

6. Leadership in our Service

More than ever before, we need leaders who are both operationally and professionally competent and who can create a compelling vision for the future to inspire and motivate others. We need resilient leaders who will take responsibility for continuous improvement in our performance as a public service and bring other people with them.

The activities in your Workbook are linked to the new National Fire Chiefs' Council (NFCC) **Leadership Framework**, and our acquisition learning modules set out the career planning process to support individuals who are looking to develop their career with the service in line with the key areas below:

Ensures we value, respect and promote equality and diversity.

It's 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 wellbeing.

Is about building high-performing teams and developing people to their full potential.

It's about 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.

Is ensuring everything we do is linked to organisational plans and values.

It's 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.

Is about delivering high quality services now and into the future.

It's about 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.

Personal Impact → **Outstanding Leadership**

Operational Competence

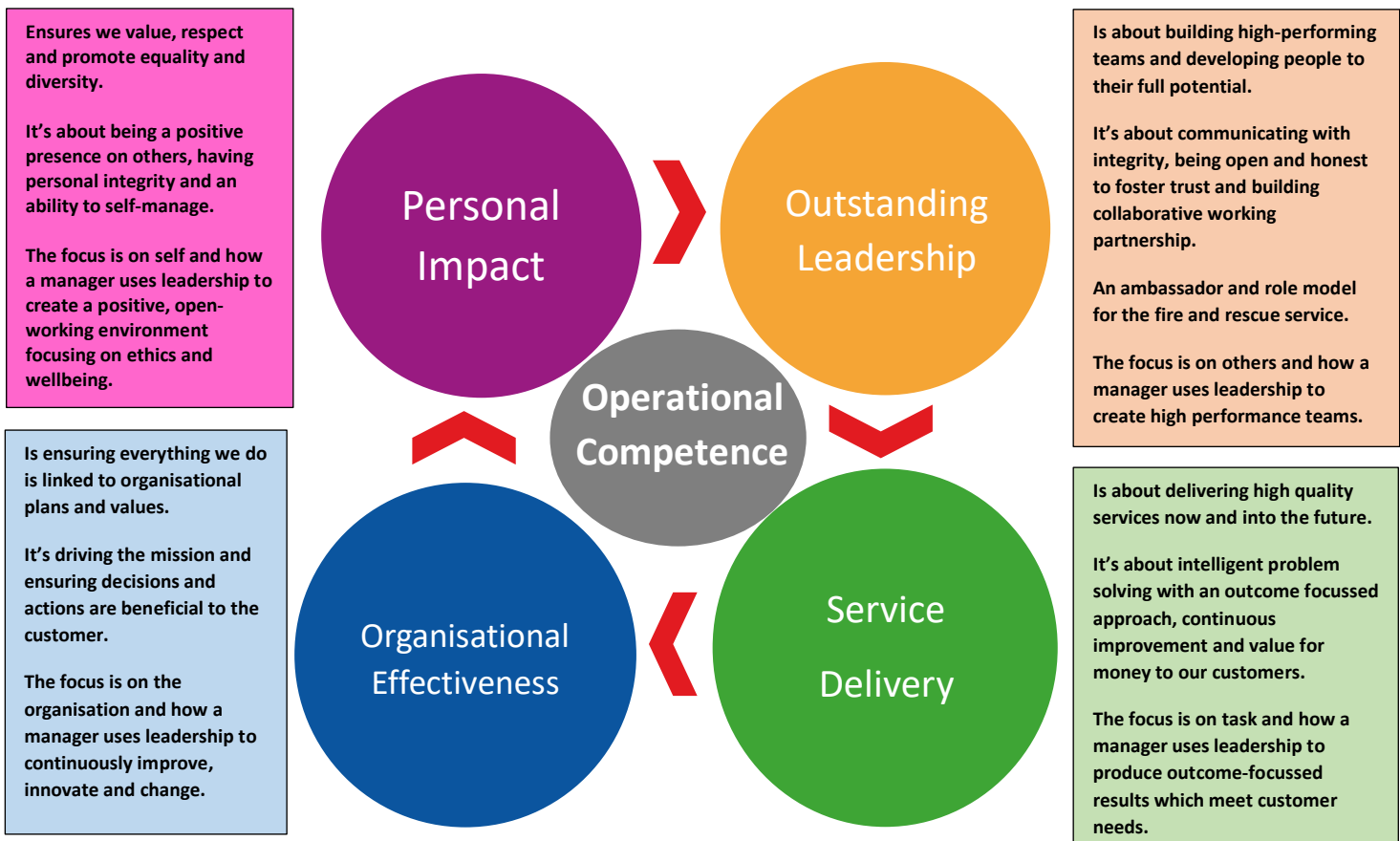**Organisational Effectiveness** ← **Service Delivery**

Figure 1: Overview of the NFCC Leadership Framework

These have been colour coded and aligned to the areas of the NFCC Leadership Framework.

Leading Yourself

Focus on induction and local foundation. Management and staff development modules.
e.g., **Firefighters, Entry Level Staff**

Personal Impact	Outstanding Leadership	Service Delivery	Organisational Excellence
I value inclusion and set a positive example of appropriate behaviour for peers and new starters.	I am an ambassador for the service, taking pride and responsibility for the work we do and encouraging others to do the same.	I am focussed on customer needs in my approach to my work, including issues of safeguarding and inclusion.	I know what the key organisational goals are and how I make a difference.
I encourage open communication and actively listen to and value others contributions	I take responsibility and accountability for the quality of my own work	I act as a role model for my community.	I work within the organisations policies, procedures and processes.
I look for opportunities to learn and develop my skills and behaviours.	I value and appreciate differences in people and treat everyone with kindness and respect.	I plan ahead and prioritise my work, managing my time effectively to get things done	I speak out promptly if I see or hear of a safety or organisational risk.
I admit and learn from my mistakes and celebrate my successes with the team.	I role model proactively, learning new skills and behaviours.	I am careful with all types of resources (money, time, materials, fuel and energy) to provide value for money.	I offer ideas and feedback to improve our services, and take on board other's ideas
I understand how my actions and behaviour impacts on others.		I spot opportunities to improve the way we do things for people, and put ideas forward.	I continuously seek to improve my performance to contribute to organisational goals.
I recognise and challenge inappropriate behaviour		I actively contribute to problem-solving and take time to understand the issues fully.	I am open to, and positively engage with, new ways of working.
I look after myself and others, and seek help if I need it.		I take decisions based on supporting evidence, risk, and my prior knowledge of good practice.	I positively seek organisational information about how well we are doing and what is changing.
I look after my mental health.		I work to foster trust with others and build constructive working relationships to achieve goals.	I can be trusted with sensitive information.
		I find out about my local community and risks, to ensure we are offering the best service.	

Leading Others

Focus on people management, legal and ethical framework, personal leadership skills and personal resilience. e.g., **Crew/Watch managers, First Line Managers**

Personal Impact	Outstanding Leadership	Service Delivery	Organisational Excellence
I take responsibility for inclusion, and encourage different points of view.	I work with the team to establish a clear sense of purpose and set expectations to achieve our goals	I focus on the needs of our customers.	I make sure the team understands how our work contributes to and delivers organisational priorities
I communicate responsibly and with sensitivity and respect for others.	I take responsibility for team effectiveness which focusses on improving outcomes and decisions	I seek to understand and address the specific risks and diverse needs of people and communities.	I manage quality in my team, and use various sources of feedback and evidence to understand how we are performing and managing risk
I encourage others to admit to and learn from their mistakes, and to celebrate their successes	I encourage all the people in my team to speak and share their views	I look ahead to anticipate issues with local service delivery and performance, and make plans to resolve or minimise issues	I encourage staff to be flexible in their approach and empower them to contribute and influence decisions.
I am aware of my impact on the people around me and I always seek to improve how I work with others.	I look for opportunities to support others through appraisal and coaching, developing my own skills where necessary.	I develop and review plans to make the best use of resources, and challenge any misuse of resources	I create conditions where team members are empowered to suggest and implement new ways of working.
I take a proactive approach to dealing with difficult or sensitive situations, influencing others to reach an acceptable solution.	I use debriefing and other learning from the organisation to help my team develop	I develop systems and processes that are people focussed	I promote continuous improvement for the team and the organisation
I look after the people around me and look for behaviours that show someone might be struggling, ensuring there is support available	I am flexible in my leadership approaches, appropriate to the individual and situation, to ensure people give their best.	I use different problem-solving techniques with others to generate solutions that improve the service for our customers	I take time to understand how change will impact on our work and how we can contribute to success, evaluating how things are working and how change is being embedded
		I make evidence-based decisions and consider the risks, including financial and resource impacts.	I set up communication processes to ensure that people in my team have access to accurate information, clarifying information where I need to.
		I encourage my team to build constructive working relationships with others	

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		to achieve our aims.	
		I'm outcome focussed in my approach and make decisions based on better service outcomes.	

Leadership Programme

ECFRS have commissioned a bespoke leadership programme which aligns to the NFCC Leadership Framework
We are committed to developing leaders and managers to role model positive behaviours and have effective
management and communication skills. The year-long leadership programme combines face-to-face sessions,
webinars and self-directed online learning for leaders and aspiring leaders at all levels.

You will be offered **seven modules all of which will enhance your insight and capability** to handle a wide range of
situations in the Fire and Rescue Service:

- Self Awareness
- Culture
- Positive Behaviours
- Solution Focussed Thinking
- Performance
- Leadership
- Feedback

Complimented by accredited Management courses

ILM Level 3 Award

- Solving problems and making decisions
- Understand how to establish an effective team
- Understand organising and delegating
- Understanding the communication process
- Understanding negotiation and networking

ILM Level 5 Certificate

- Becoming an effective leader
- Leading innovation and change
- Delegating authority in the workplace

7. **Development modules**

Leadership Options

Management/Leadership Programmes	LM initials	Date complete	Completion Certificate *Please tick*
ECFRS Leadership Programme Leadership Programme (msappproxy.net)			
ILM Level 3 ILM Levels 3 & 5 (msappproxy.net)			
There are choice of individual modules if preferred listed below.			

'Should' Options

E-Learning modules	LM initials:	Date complete:		Grow Certificate *Please tick*
Unlock - it 365				
Neuro Diversity awareness				
Taught Courses	LM initials:	Date complete:		Attendance Certificate *Please tick*
Unconscious Bias – for those in recruitment roles				
Disciplinary, grievance & alternative resolution				
Effective communication and listening skills				
IQA (Internal Verifier) (role specific)				
Level 3 in education (role specific)				
Mental health Awareness				
Attendance Management tool kit				

'Could' Options

E-Learning modules	LM initials	Date complete		Grow Certificate *Please tick*
Taught Courses				
Project Management				
Finance for non-finance Mangers				
Coaching & Feedback				
Political awareness				
Presentation skills				
Interview tips				
Influencing skills				
Art of delegation				
Managing stakeholders				
New Ways of working				
Developing resilience				
Improving communication				
Opportunities				
A day in the life				
Projects				
Secondment				

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8.Continual Professional Development

Using the Leadership Framework for Continual Professional Development (CPD) these activities are 'recommended' CPD. They are not MUST do's but should be considered as wider development opportunities.

Personal Impact	Outstanding Leadership	Service Delivery	Organisational Excellence	Operational & Professional Competence

Personal Impact		Personal Impact	
Receive coaching or mentoring	**Supervisory**	Mental Health Awareness	**Supervisory**
	Mentoring or coaching actions	Discuss the issues and promote positive mental health	Add to your reflective journal
Notes:		**Notes:**	

Personal Impact		Personal Impact	
Understand the background behind the EDI Allies Programme Allies are committed to championing RESPECT and supporting all equality groups.	**Supervisory**	Act as an informal workplace Mentor or "Buddy"	**Supervisory**
			Middle Manager
	Meeting with an Ally		Two separate occasions
Notes:		**Notes:**	

Personal Impact		Personal Impact	
Explore ways to improve the working conditions/work life balance of your teams.	**Supervisory**	Seek honest and open feedback from others (360° or complete a personality profiling tool to gain greater insight into your impact on others and leadership style	**Supervisory**
	Add to your Reflective Journal		Add to your Reflective Journal
Notes:		**Notes:**	

Personal Impact		Personal Impact	
Explore ways to nurture your relationships and have a positive Impact on the people around you.	**Supervisory**		Supervisory
	Add to your Reflective Journal		
Notes:		**Notes:**	

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Personal Impact	Outstanding Leadership	Service Delivery	Organisational Excellence	Operational & Professional Competence

Outstanding Leadership		**Outstanding Leadership**	
Act as an informal workplace Mentor.	**Supervisory** Two separate occasions	Conduct a Team Building exercise for a group that increases collaboration and understanding across the department.	**Supervisory**
Notes:		**Notes:**	

Outstanding Leadership		**Outstanding Leadership**	
Create processes that improve Team Effectiveness (e.g. Research flexibility options and monitor outputs)	**Supervisory**		**Supervisory**
Notes:		**Notes:**	

Personal Impact	Outstanding Leadership	Service Delivery	Organisational Excellence	Operational & Professional Competence

Service Delivery		**Service Delivery**	
Arrange with L&D to attend other Leadership Team Meeting (above your own level) in an 'open seat'	**Supervisory** Minutes of meeting	Arrange with L&D to speak to the Finance department to raise your understanding of the Financial Impacts on the Service of your area of responsibility.	**Supervisory** Outcomes from meeting
Notes:		**Notes:**	

Service Delivery		**Service Delivery**	
Arrange with L&D to meet with your Volunteering coordinator to understand the role of Community Volunteers.	**Supervisory** Outcomes from meeting		**Supervisory**
Notes:		**Notes:**	

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Personal Impact	Outstanding Leadership	Service Delivery	Organisational Excellence	Operational & Professional Competence

Organisational Excellence		Organisational Excellence	
Arrange with L&D to attend other Leadership Team Meeting (above your own level) in an 'open seat'	**Supervisory** Minutes of meeting	Arrange with L&D to meet with your HR Business Partner to discuss what support they can offer.	**Supervisory** Outcomes from meeting
Notes:		**Notes:**	

Organisational Excellence		Organisational Excellence	
Research a key topic related to local Business or Community issues and give a short presentation your watch or department.	**Supervisory** Presentation notes/audio or video file/slides	Research Change Management modules and use them to help implement change within your area of responsibility.	**Supervisory** Add to your Reflective Journal
Notes:		**Notes:**	

Organisational Excellence		Organisational Excellence	
Generate a Feedback process that gives new ways of working or improves quality.	**Supervisory** Add to your Reflective Journal		**Supervisory**
Notes:		**Notes:**	

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Personal Impact	Outstanding Leadership	Service Delivery	Organisational Excellence	Operational & Professional Competence

Operational & Professional Competence		Operational & Professional Competence	
Notes:		Notes:	

Operational & Professional Competence		Operational & Professional Competence	
Notes:		Notes:	

Operational & Professional Competence		Operational & Professional Competence	
Notes:		Notes:	

Operational & Professional Competence		Operational & Professional Competence	
Notes:		Notes:	

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9. **Reflective Journal**

We reflect quite naturally in our day to day lives, thinking about things that have happened, why they happened, whether we handled them well. This may involve:

- Reflecting on your experiences, skills or responses in a situation i.e. what you did or said, or thought
- Scrutinising an experience and the way you dealt with it
- Evaluating a project or experiment and considering how to do it better next time
- Reflecting on things you have read and linking theory with practice/reality

The Reflective Learning model below sets out areas for learning from experience:

Reflection before, during and after a Learning Process (Schön, 1983)

Before an Experience	During an Experience	After an Experience
What do you think might happen?	What's happening now, as you make rapid decisions?	What are the insights immediately after, and/or later when you have more emotional distances from the event?
What might be the challenges?	Is it working out as you expected?	In retrospect how did it go?
What do I need to know or do in order to be best prepared for these experiences?	Am I dealing with the challenges well?	What did I particularly value and why?
	Is there anything I should do, say or think to make the experience successful?	Is there anything I would do differently before or during a similar event?
	What am I learning from this?	What have I learnt?
Reflective learners use this process to think through: • what they are learning • why and how they are learning it • how they are using what they are learning • what their strengths and weaknesses in learning are • what their learning priorities are • how well they are working towards their short-, medium- and long-term goals.		A key aspect is reflecting and evaluating the impact that your development is having on yourself and the team around you. Alongside the leadership framework this will form the basis of any future impact statements.

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Technical Needs	Behaviour and Attitude	Organisational Needs	Individual Needs

Development Pathway

ONE TO ONE 1:1 & DEVELOPMENT

Preparation Portfolio

Essential E-Learning

1:1

Development Plan

360°

Ops Licence Up to Date

Technical Assessment

Fitness Up to Date

Ready to Develop

Talk to existing holders

Development

Workbook

Incident Command

Training

Previous Development

Incident Command Assessment

Additional E-Learning

Induction

Evidence of Implementation

Leadership

Acting Up / Temp Promotion

FE Courses

Managing Wellbeing & Performance

Apprenticeship

Specialist Courses

Personal Development

Personal Impact

Outstanding Leadership

Operational & Professional Competence

Service Delivery

Organisational Excellence

Developing Yourself
Change in Workplace
Establishing Effective Teams
Motivating Teams
Conflict Management
Managing Performance
Communication Process
Effective Meetings

Support

Professional C.V.

Development Pathway

| Training Needs Analysis | Leadership | Assessment | Evaluation |

Name:		**Development Pathway Tracking Sheet**	
Line Manager:		Start Date:	

Leadership & Professional Development Courses				Leadership & Professional Development Courses		Date	Initials		Continuous Professional Development		Date	Initials

Incident Command	Date	Initials		Role Specific		Date	Initials		Service Essentials		Date	Initials

Development Pathway

Name:		
Line Manager:		Start Date:

Should	Date	Initials
Level 3 in education (role specific)		
Internal Verifier (IQA) role specific		
Mental Health awareness		
Effective communication & listening skills		
Disciplinary,greivance & alternative resolution		
Attendance management toolkit		
Recruitment modules (role specific)		

Could	Date	Initials
Project management		
Finance for non finance managers		
Political awareness		
Coaching and feedback		
Presentation skills		
Interview tips		
Neurodiversity awareness		

	Date	Initials
Reflective Journal		
Personal Impact		
Outstanding Leadership		
Service Delivery		
Organisational Excellence		
Operational Competence		
Maintenance of Skills		
Professional CV		

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TO DO LIST

Priority	Due Date	What	Who	In Progress	Done

NOTES: