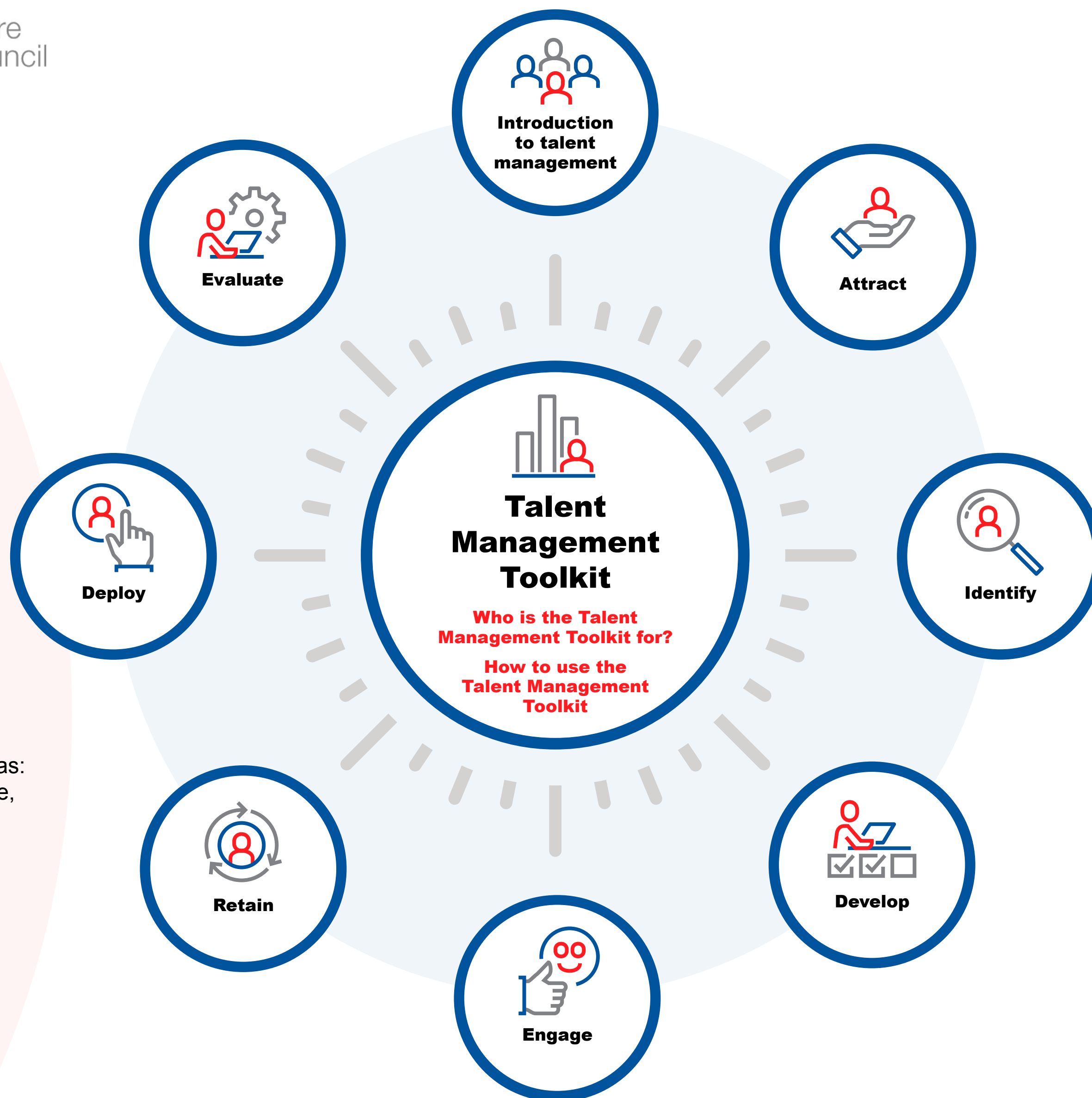**NFCC**
National Fire
Chiefs Council

The purpose of talent management is to ensure we have the people with the right skills, behaviours and values in the right role at the right time.

Everyone has talents and we all have a responsibility to uncover, recognise and develop these talents.

Our Talent Management Toolkit is developed to support fire and rescue services to do exactly that and is built around the key talent management areas: attract, identify, develop, engage, retain, deploy and evaluate.

Click the arrows on each page to view/download the desired document.

The templates may need to be saved prior to opening.

Introduction to talent management

Evaluate

Attract

Deploy

Talent Management Toolkit

Who is the Talent Management Toolkit for?

How to use the Talent Management Toolkit

Identify

Retain

Develop

Engage

Who is the Talent Management Toolkit for?

This NFCC Talent Management Toolkit will support you if you are:

Starting to develop your talent management strategy

-

Looking for good practice in a specific talent management area
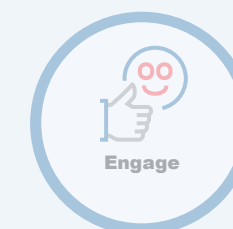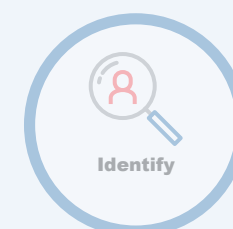
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A leader or line manager looking for tools to help you support your teams at each stage of talent management

-

Looking for support to manage your own career and development

We used internal and external good practice to develop the toolkit. It contains resources for each area of talent management, ie attract, identify, develop, engage, retain, deploy and evaluate.

How to use the Talent Management Toolkit

The Talent Management Toolkit contains:

NFCC guidance documents compiled using internal and external good practice
-
Case studies from across the UK fire and rescue service
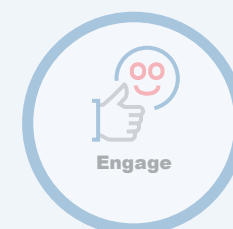-
Examples
-
Templates
-
Links to other NFCC resources
-
Links to external resources

Simply click on the relevant area of the Talent Management Toolkit to access support materials relevant to that topic.

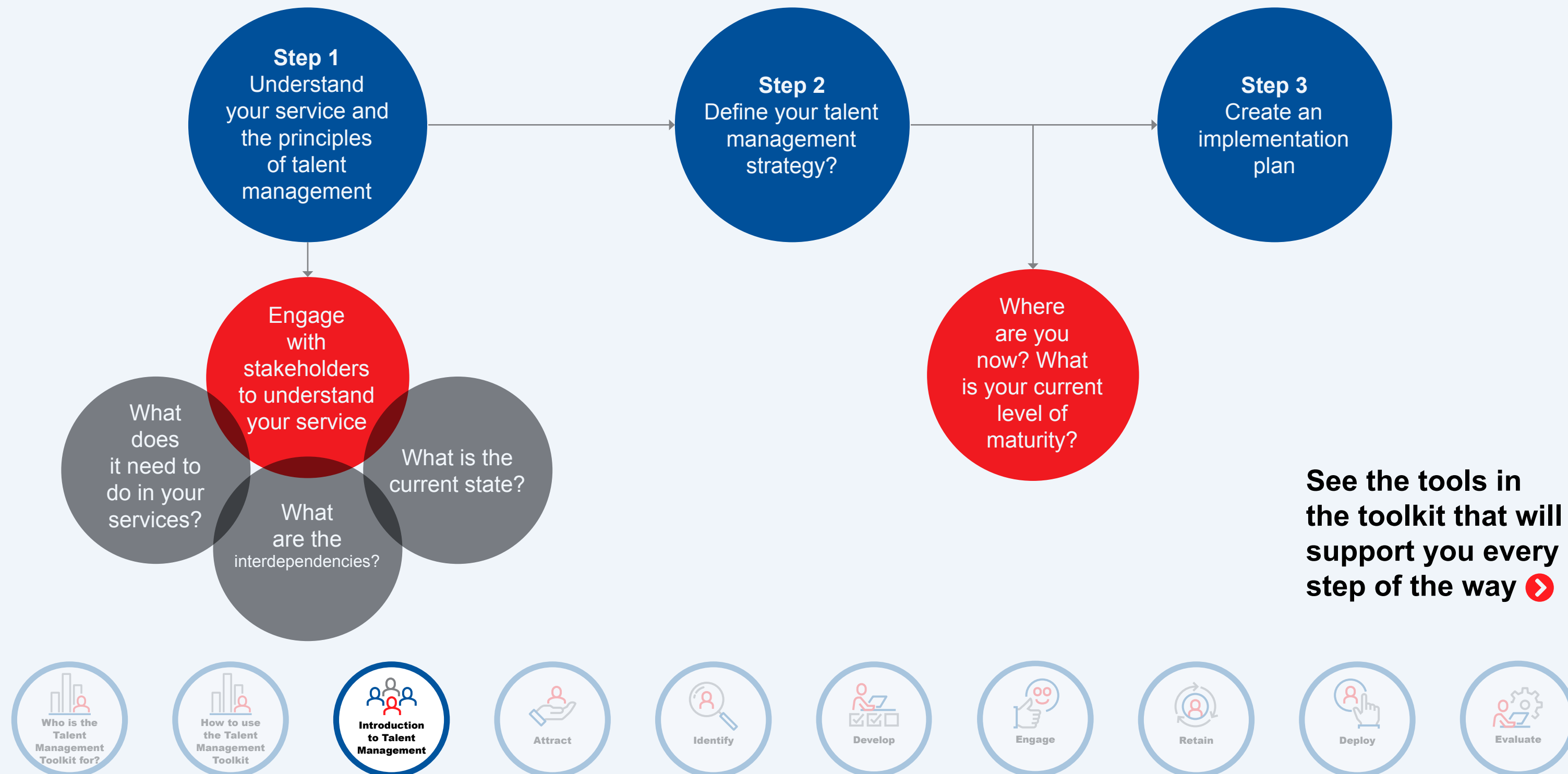The templates may need to be saved prior to opening.

Introduction to Talent Management

Laying the right foundations for talent management is critical to its success. This includes having a clear strategy, the engagement and commitment of the senior leadership team, leaders and the workforce, and having the appropriate plans, reporting systems and measurements in place.

If you are a fire and rescue service starting your talent management journey, the following process flow may help you get started on developing a talent management implementation plan.

Step 1
Understand your service and the principles of talent management

Step 2
Define your talent management strategy?

Step 3
Create an implementation plan

Engage with stakeholders to understand your service

What does it need to do in your services?

What is the current state?

What are the interdependencies?

Where are you now? What is your current level of maturity?

See the tools in the toolkit that will support you every step of the way

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Introduction to Talent Management
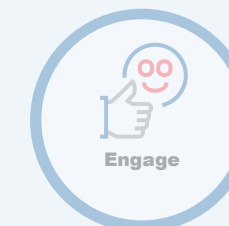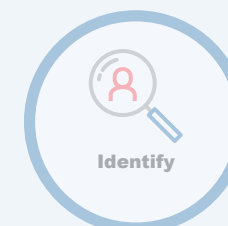
NFCC guidance documents

- Creating your talent management strategy
- Talent management for HR/OD/L&D professionals
- Talent management for service leadership teams
- Talent management for all colleagues
- Workforce engagement in talent management
- Evaluating your talent management approaches

Other NFCC resources

- NFCC Maturity Models
- NFCC Equality, Diversity and Inclusion
- NFCC Equality Impact Assessments
- NFCC Talent management policy

Examples, tools and templates

- NFCC Self-assessment tool
- NFCC Talent management strategy template
- Talent management strategy (from WYFRS)
- Talent management framework (Cheshire FRS)
- Introduction to talent management session plan (from TWFRS)
- Introduction to talent management slides (from TWFRS)
- Talent engagement workshop for SLT (from Lancs FRS)
- Talent engagement workshop for managers (from Lancs FRS)
- Talent engagement workshop for SLT (from Notts FRS)
- Talent management strategy draft example (from Notts FRS)
- Supporting talent management across the Civil Service
- CIPD resourcing and talent survey 2023
- CIPD Talent management factsheet
- NHS Talent management hub
- Implementation plan template (from NHS)

Who is the Talent Management Toolkit for?

How to use the Talent Management Toolkit

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Attract

To attract people with the right skills, behaviours and values to the right role at the right time, who can support fire and rescue services in meeting their talent management objectives, an effective internal and external attraction strategy involving a range of activities should be developed. This toolkit provides links to the tools within the NFCC Recruitment Hub and examples of internal promotional processes.

NFCC Recruitment Hub

This is a central resource providing guidance, good practice and tools to support each fire and rescue service to develop its own bespoke attraction, selection and recruitment approach, aligned with individual talent management strategies.

It is split into 5 keys areas:

• Introduction
• Step 1 – Prepare to recruit
• Step 2 – Application and candidate review
• Step 3 – Selection process
• Step 4 – Hiring

NFCC guidance documents

▶ Promotional processes: elements to consider

Other NFCC resources

▶ NFCC Recruitment Hub

▶ NFCC Recruitment Policy

▶ NFCC Equality, Diversity and Inclusion

▶ NFCC Apprenticeships

▶ Equality Impact Assessments

▶ NFCC Maturity Models

Examples and tools

▶ Promotional process grey book (from GFRS)

▶ Promotion journey (from ECFRS)

▶ Leadership, resourcing and succession (from ECFRS)

▶ Promotion comparison table (from GMCA 2020)

▶ Talent selection process (from WYFRS)
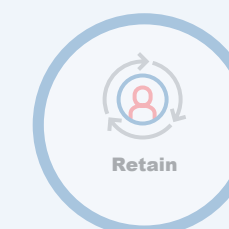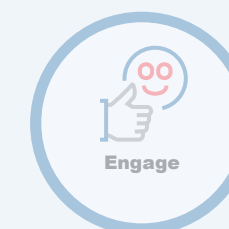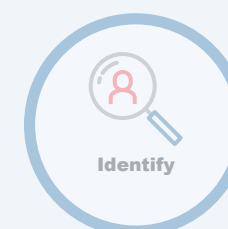
Identify

To identify our talent, we should develop meaningful workforce and succession plans to ensure we have planned for people with the right skills, behaviours and values in the right role at the right time. This toolkit provides guidance on the identification of business-critical roles, how to develop a strategy of succession planning to mitigate risks and approaches to identify potential.
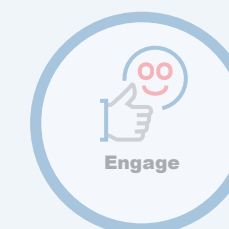
NFCC guidance documents

- Succession planning
- Workforce planning
- Talent Pools
- The role of performance management in managing talent

Other NFCC resources

- NFCC Workforce Planning policy
- Core Code of Ethics
- NFCC Personal Performance Policy
- NFCC Equality, Diversity and Inclusion
- Equality Impact Assessments
- Workforce planning documents accessed via the recruitment hub

Examples, tools and templates

- Strategic succession planning flowchart (from WYFRS)
- Emergency succession planning template (from WYFRS)
- Succession plan template (from ECFRS)
- Succession planning by role template (from WYFRS)
- 9 box grid (from WYFRS)
- 9 box grid template (from WYFRS)
- Talent grid (from Beds FRS)
- Service talent tool, including 6 box grid (from Kent FRS)

- Performance and potential conversations and grid (from WYFRS)
- Talent benchmark system (from Kent FRS)
- Performance review template (from ECFRS)
- Annual appraisal form template (from GFRS)
- Business critical roles template (from WYFRS)
- Appraisal guidance for managers (from ECFRS)
- Appraisal guidance for employees (from ECFRS)
- Department succession plan (from DWFRS)

Develop

Developed colleagues perform better and are more productive, more engaged and much more likely to stay within the sector. This toolkit includes guidance on informal and formal learning using a variety of development approaches, providing tools to support everyone to take ownership of their personal and career development.

NFCC guidance documents

360 feedback
- A guide to 360 feedback for individuals
- A guide to 360 feedback for leaders

Developing yourself
- Personal development planning
- 20 ways to develop

Developing your team
- Developing your team's talents

Feedback
- Giving and receiving feedback for leaders
- Giving and receiving feedback for team members

Career management
- Owning your career: a guide to career management
- What to think about before promotion
- Your guide to secondments

Other NFCC resources

- NFCC Core Learning Pathways
- NFCC Coaching and Mentoring
- NFCC Leadership Framework
- NFCC Maturity Models
- NFCC Apprenticeships
- NFCC Executive Leadership Programme (ELP)
- Core Code of Ethics
- NFCC Equality, Diversity and Inclusion

Examples, tools and templates

- Principles and rules of feedback
- How to give meaningful feedback via 360 (from Cheshire FRS)
- 360 report sample (from Cheshire FRS)
- Johari window feedback model
- Development pathway framework (from DWFRS)
- Reflective journal framework (from DWFRS)
- Development pathways (from GFRS)
- Development plan template (from ECFRS)
- Development plan template (from CIPD)
- SMART objectives
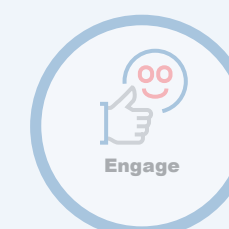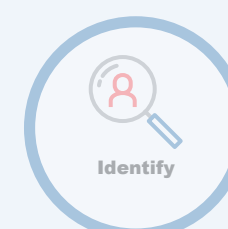
Engage

Employee engagement goes beyond simple motivation and simple job satisfaction: it can be seen as a combination of commitment to the fire and rescue service and its values, and a willingness to help colleagues. Engaged employees are not only happier, healthier and more fulfilled; they are more likely to perform well and enable us to retain talent within the sector. This toolkit includes guidance on ways to measure and enhance employee engagement as part of your wider talent management strategy.
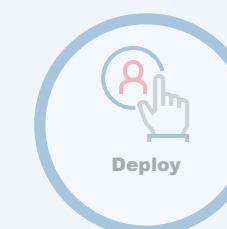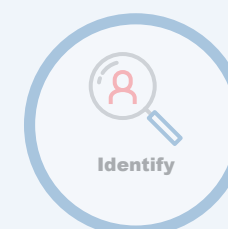
NFCC guidance documents

- Employee engagement
- Recognising and rewarding your employees

Other NFCC resources

- NFCC Leadership Framework
- NFCC Coaching and Mentoring
- Core Code of Ethics
- NFCC Equality, Diversity and Inclusion
- NFCC Wellbeing Policy
- NFCC Maturity Models

Templates and external resources

- Engage for Success
- Tips for writing employee survey questions
- Employee engagement: asking the right questions (Gallop)

- Job Demands-Resources (JD-R) Model
- How to run a focus group
- Action plan template following staff survey (from ECFRS)
- A good day at work (Robertson Cooper)

Retain

Retention relates to the extent to which an employer retains its employees. An unhealthy level of employee turnover can have a negative impact on your service's performance. This toolkit will support you to understand the reasons behind staff turnover and offers guidance on how to devise talent retention initiatives.
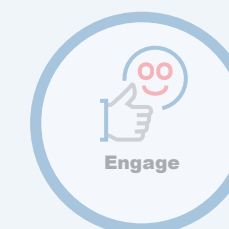
NFCC guidance documents

- Recognising and rewarding your employees
- Measuring turnover and retention, including retention tools
- Owning your career: a guide to career management
- What to think about before promotion

Other NFCC resources

- NFCC Wellbeing Policy
- NFCC Coaching and Mentoring
- NFCC Equality, Diversity and Inclusion
- NFCC Leadership Framework
- NFCC Maturity Models

Examples, tools, templates and external resources

- Recognition scheme (from ECFRS)
- Recognition schemes (from WFRS)
- Our behaviours (from WFRS)
- Employee wellbeing strategy (from West Midlands FRS)
- Benefits schemes (from GMCA)
- CIPD Employee turnover and retention factsheet

- How to conduct exit interviews
- Reward and recognition implementation checklist (from NHS)
- Exit interviews: getting feedback from departing staff
- Talking talent and stay interviews
- Why employee retention is key (HR Solutions)
- Professional values and behaviours (from Beds FRS)
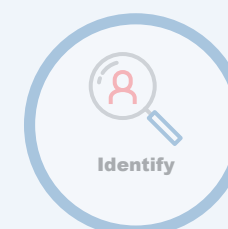
Deploy

Effective deployment means that fire and rescue services will have people with the right skills, behaviours and values in the right role at the right time. This toolkit provides guidance on impactful ways to introduce colleagues to their new roles, alongside development and career management tools.

NFCC guidance documents

- Your guide to secondments
- 20 ways to develop
- Owning your career: a guide to career management
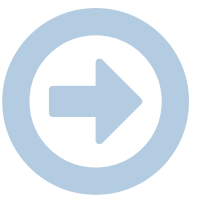- Transitioning into a new role

Other NFCC resources

- NFCC Leadership Framework
- NFCC Coaching and Mentoring
- NFCC Equality, Diversity and Inclusion

Examples and templates

- Development pathway framework (from DWFRS)
- Reflective learning framework (from DWFRS)
- New starter checklist for line managers (from GMCA)
- Induction timetable template (from GMCA)
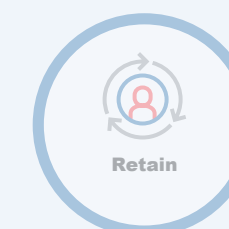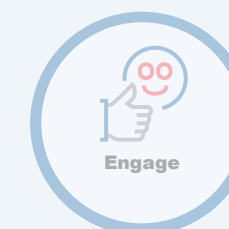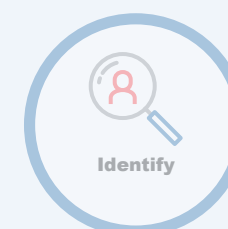
Evaluate

It is essential to measure and evaluate your talent management activities to ensure that your strategies are having the desired effect and that any investment is justified. Such evaluation should use both quantitative and qualitative data that is valid, reliable and robust. It should also happen on a continuous basis, allowing fire and rescue services to adapt approaches based on outcomes. This toolkit provides ways to measure and evaluate the success of your talent management activities, alongside potential metrics to use.

NFCC guidance documents

- Evaluating your talent management approaches
- Creating your talent management strategy

Other NFCC resources

- NFCC Maturity Models
- NFCC Equality, Diversity and Inclusion

Examples, resources and templates

- NFCC Talent management strategy template
- CIPD Talent Management Factsheet
- Implementation Plan template (from NHS)
- Kirkpatrick model for evaluating talent investments
- NHS talent management hub

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