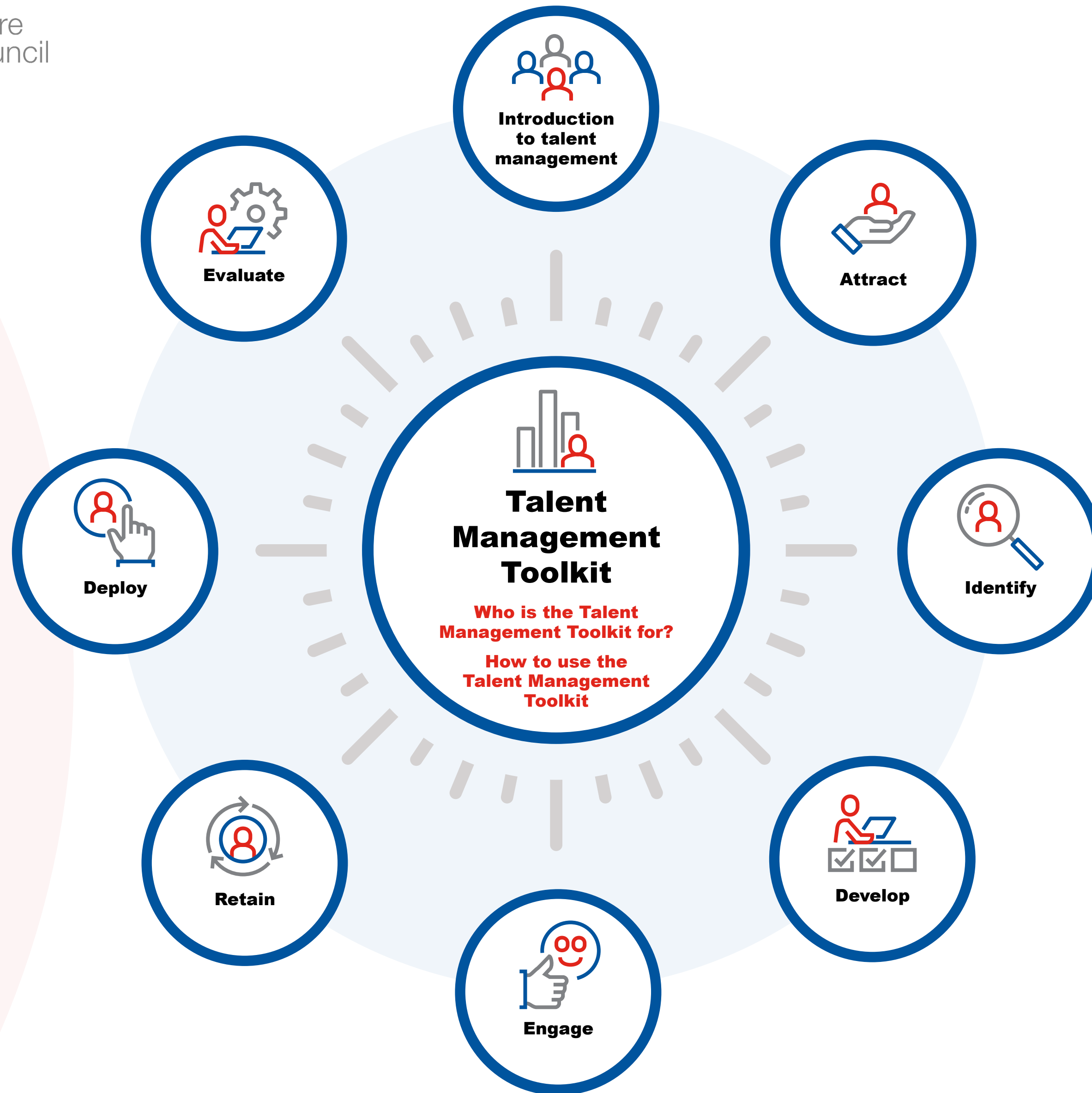
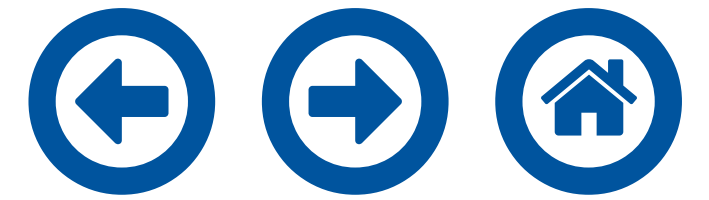


The purpose of talent management is to ensure we have the people with the right skills, behaviours and values in the right role at the right time.

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.





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

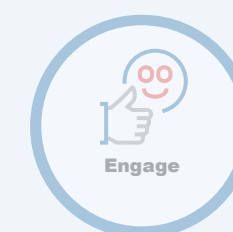
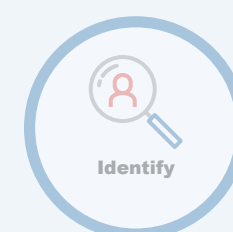
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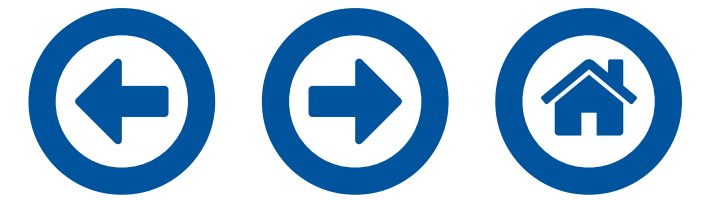
A leader or line manager looking for tools to help you support your teams at each stage of talent management

-

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

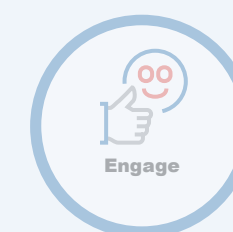
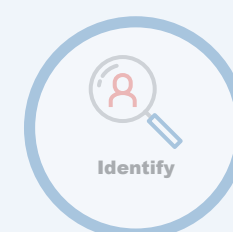
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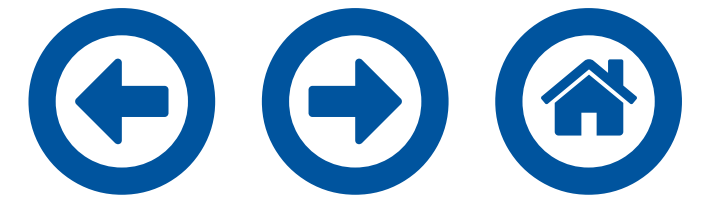
Links to other NFCC resources

-

Links to external resources

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

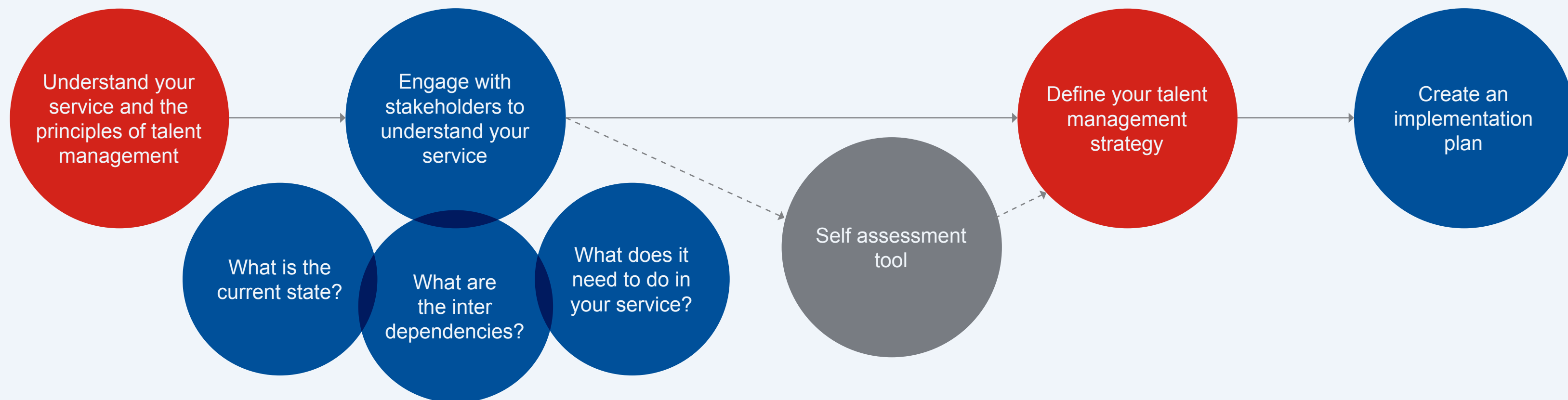




Introduction to Talent Management

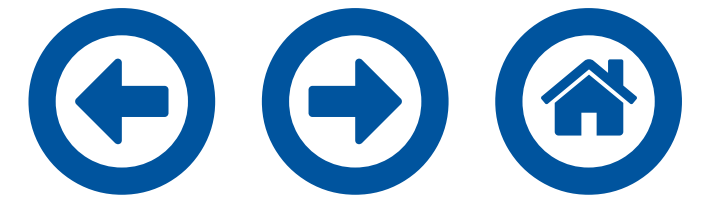
Laying the right foundations for talent management is critical to its success. This includes having a clear strategy, the engagement and commitment of the senior leadership team, leaders and the workforce, and having the appropriate plans, reporting systems and measurements in place.

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.



The tools in the toolkit will support you every step of the way

- [NFCC Talent management for L&D / HR](#)
 - [Introduction to talent management for senior leadership teams](#)
 - [Introduction to talent management for all colleagues](#)
 - [Creating a talent management strategy](#)
 - [Talent management self-assessment tool](#)
 - [Workforce engagement in talent management](#)
 - [Example - Talent management engagement workshop](#)
 - [Maturity models](#)
 - [NFCC Talent management strategy template](#)
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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.



Employer brand and experience



Employee value proposition



Tools to support attraction



Progression/promotional processes



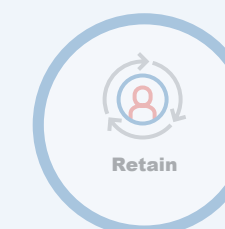
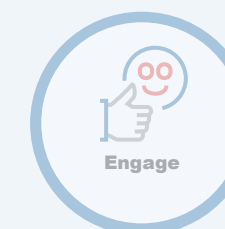
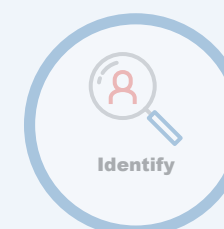
NFCC Resourcing Policy

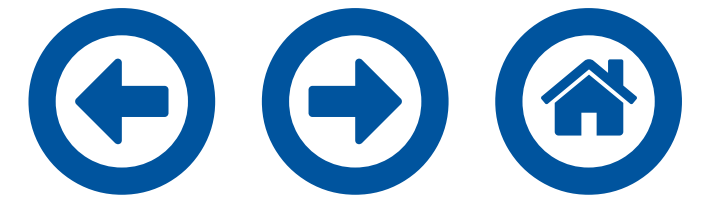


Equality, diversity and inclusion (EDI)



Apprenticeships





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.

Succession planning



Succession planning – Options to consider



Strategic succession planning flowchart



Example – Emergency succession planning – How you might approach a succession planning crisis



Template – Succession planning survey



Template – Succession plan



Example – Performance and potential grid



Example – 9 box grid



Example – UK FRS Talent Tool

Workforce planning



Guide to talent and succession – Workforce planning



Link to NFCC workforce planning policy



Core Code of Ethics

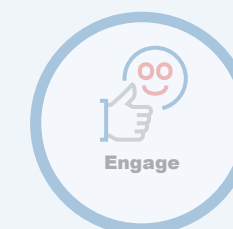
Performance management talent pools

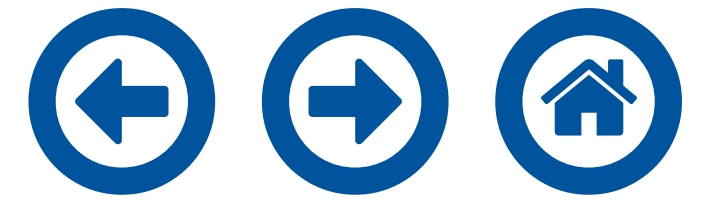


NFCC personal performance policy




Talent Pools







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.


 A guide to 360 assessment for individuals


 A guide to 360 assessment for service leaders


 Example – How to give meaningful feedback (from Cheshire FRS)


 A guide to personal development planning

 Template – Development plan from CIPD


 20 ways to develop

 Example – Learning pathways workbook (Dorset and Wiltshire)

 Giving and receiving feedback for leaders


 Owing your career – A guide to career management


 Questions for consideration prior to promotion

 Giving and receiving feedback for team members

 NFCC Core learning pathways

 Developing your teams talents

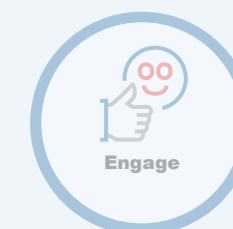
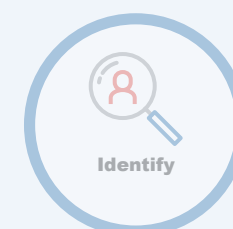
 Coaching and Mentoring toolkit

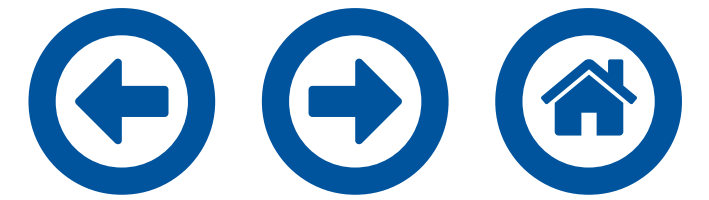
 NFCC Leadership Framework

 Apprenticeships

 NFCC Executive leadership programme (ELP)

 Core Code of Ethics





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.



Talent management engagement guide



Recognising and rewarding your employees



Examples – tbc



Equality, diversity and inclusion



NFCC Leadership Framework



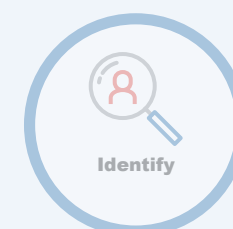
NFCC Coaching and Mentoring Toolkit

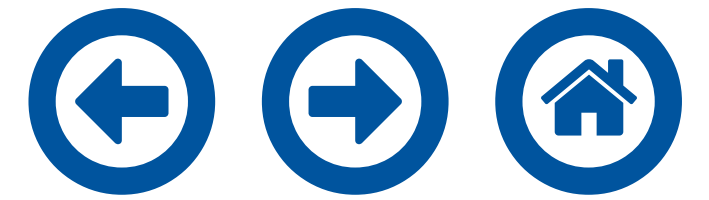


Core Code of Ethics



NFCC Wellbeing Policy








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.

Reward and recognition

 Recognising and rewarding your employees

 Essex case study: reward and recognition


 Podcast (external)

 YouTube clip (external)

 CIPD blog (external)

 NFCC Wellbeing Policy


Turnover and retention

 A guide to measuring turnover and retention including retention tools


 Exit interviews (external)

 Talking talent and stay interviews (external)

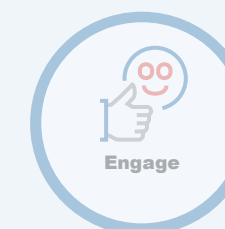
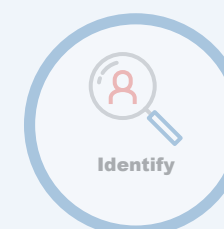
Career management

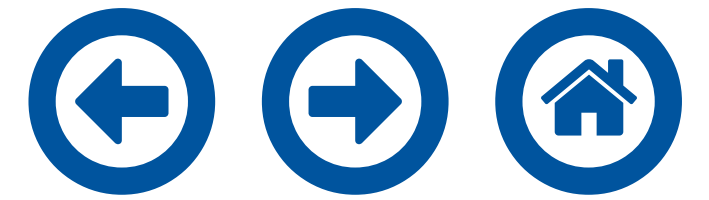
 Owing your career – A guide to career management

 Questions for consideration prior to promotion

 Coaching and Mentoring Toolkit

 NFCC Leadership Framework





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.



Your guide to secondments



Secondment agreement



20 ways to develop



Example – Learning pathways workbook (Dorset and Wiltshire)



Owning your career – A guide to career management



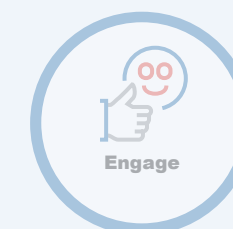
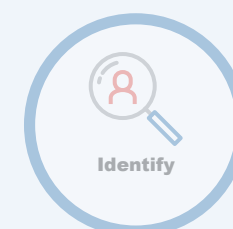
NFCC Leadership Framework

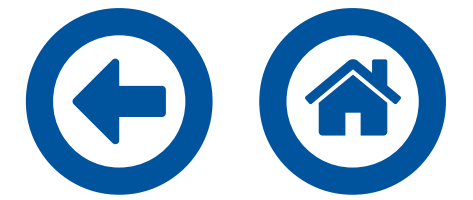


Transitioning into a new role



Coaching and Mentoring Toolkit





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.



CIPD talent management factsheet



Implementation plan (NHS)



Evaluation of talent management initiatives



Maturity Models

