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
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.
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

- Understand your service and the principles of talent management
- Engage with stakeholders to understand your service
- Define your talent management strategy
- Create an implementation plan
- What is the current state?
- What are the interdependencies?
- What does it need to do in your service?
- Self assessment tool

Introduction to Talent Management

Attract

Identify

Develop

Engage

Retain

Deploy

How to use the Talent Management Toolkit

Who is the Talent Management Toolkit for?

Engage

Evaluate

Maturity models

NFCC Talent management strategy template

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

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
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.

**Attract**

- Employer brand and experience
- Employee value proposition
- Tools to support attraction
- Progression/promotional processes
- NFCC Resourcing Policy
- Equality, diversity and inclusion (EDI)
- Apprenticeships
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.

**Identify**

Succession planning
- Options to consider
- Strategic succession planning flowchart
- Example – Emergency succession planning – How you might approach a succession planning crisis
- Example – 9 box grid

Workforce planning
- Guide to talent and succession – Workforce planning
- Link to NFCC workforce planning policy

Performance management talent pools
- NFCC personal performance policy
- Talent Pools

Core Code of Ethics
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
- Template – Development plan from CIPD
- Owning your career – A guide to career management
- Developing your teams talents
- A guide to 360 assessment for service leaders
- 20 ways to develop
- Questions for consideration prior to promotion
- Coaching and Mentoring toolkit
- NFCC Executive leadership programme (ELP)
- Example – How to give meaningful feedback (from Cheshire FRS)
- Example – Learning pathways workbook (Dorset and Wiltshire)
- Giving and receiving feedback for team members
- NFCC Leadership Framework
- Core Code of Ethics
- A guide to personal development planning
- Giving and receiving feedback for leaders
- NFCC Core learning pathways
- Apprenticeships

**Introduction to Talent Management**

**Attract**

**Identify**

**Develop**

**Engage**

**Rets**

**Deploy**

**Evaluate**
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.
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)
- 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**
- Owning your career – A guide to career management
- Questions for consideration prior to promotion
- Coaching and Mentoring Toolkit
- NFCC Leadership Framework
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