



NFCC Direct Entry Programme: Area Manager

Executive Summary Two Year Operational Programme

1. Introduction

Whilst the Area Manager development programme will be set over a 2-year period, the NFCC will ensure the programme is flexible allowing for candidates to progress at a faster pace if they demonstrate an aptitude for the desired skills, outcomes, and demonstration of competence. However, the programme will need to be completed to a satisfactory level and to achieve competence in a **maximum** period of 2 years¹. The programme is split into two distinct training programmes, namely:

- Operational,
- Professional Development,

This paper is covering **Operational Training**.

The AM programme is designed to deliver the requirements of EFSM2, and in line with the relevant National Operational Guidance, as outlined below.

Level	Role	Outcome
Level 1 – Initial	AM	Awareness
Level 2 – Intermediate	AM	Competent
Level 3 – Advanced	AM	Competent
Level 4 – Strategic	AM	Awareness +

2. The Approach

The aim of developing and implementing a Direct Entrant (DE) Programme aims to:

- Provide the sector with an opportunity to attract people with the required and relevant management and leadership experience,
- Provide the sector with options that can widen the opportunity for a broader spectrum of people to work in the Fire Service, in turn providing a diversity of thought.

3. Attraction & Selection

The attraction and selection element will be a key foundation to the success of the programme, as such we will develop and agree a national model.

4. Acquisition Training

Module 1 – Acquisition

¹ Requirement to be documented and made clear at the point of contract with local management.

1. Once selected and having completed a relevant operational fitness test and medical, the candidate will undergo an introduction to the sector, (Professional Development). This comprehensive programme will develop their skills whilst placing them in the context of working within the Fire Sector. On completion the candidates will then be exposed to further and focussed training on the role of a Firefighter, with the aim of developing their knowledge and understanding².

NB: *The modules and consolidation elements, map the pathway to competence, although may be amended in-line with training provider submissions and ideas during the procurement stage.*

Module 1	Consolidation	Module 2	Consolidation	Module 3	Consolidation
2 – Months	6 - Months	3 – Months	6 - Months	3 – Months	4 – Months

4.1 Consolidation & Immersion

During the programme, the candidate will enter a consolidation period in their service along with being assigned a mentor. When possible, these will be from personnel with experience or involvement in DE.

5. Command Training

Module 2 – Supervisory Command Training

The candidate will then enter a critical and detailed training programme to ensure National Operational Guidance is complied with and evidenced.

5.1 Level 1 and Level 2 Command

During this period, the candidate will conduct activities to gain a detailed **understanding** (not competence) of Level 1 command, this may include shadowing opportunities with an assigned mentor. They will then move to Level 2 when they **will** be required to demonstrate **competence**.

This final element of Module 2 will be the completion of a command assessment, of which will be verified by an external partner.

Module 1	Consolidation	Module 2	Consolidation	Module 3	Consolidation
2 – Months	6 - Months	3 – Months	6 - Months	3 – Months	4 – Months

5.2 Module 3 – Level 3 Command

Module 2 will have a number of key and assessable elements that will be completed by the candidate before progressing into the training for Level 3.

This final element of the Level 3 Command will be the completion of an assessment, of which will be verified by an external partner.

² Commence the development of candidate awareness, understanding and links to Level 1 Command.

They will then receive a **detailed & comprehensive** overview of the work conducted at Level 4, although this will not be assessable³.

Module 1	Consolidation	Module 2	Consolidation	Module 3	Consolidation
2 – Months	6 - Months	3 – Months	6 - Months	3 – Months	4 – Months

Once Module 3 has been successfully completed the candidate will move into the final consolidation period, covering a range of in-service learning. At the end of the consolidation period the candidate, if successful in completing all aspects to the desired level, will be a competent Area Manager, and eligible to conduct operational activities in line with the relevant command levels. At this stage, an assigned period of shadowing and support will be required in line with service protocols and procedures.

The candidate will be supported by their assigned coach and mentor, along with their in-service Personal Development Review procedure.

The candidate will now enter their service`s Maintenance of Competency programme, with all training history stored on the service training data base.

Module 1	Consolidation	Module 2	Consolidation	Module 3	Consolidation
2 – Months	6 - Months	3 – Months	6 - Months	3 – Months	4 – Months

6. Summary

Once the programme is completed the candidate will move into the next phase, of continued professional development and maintenance of competence within their home service.

³ EFSM1 is not part of the Role Map for Area Manager.